

<b>For Information</b>	
<b>Public</b>	
<b>Report to:</b>	<b>Strategic Resources &amp; Performance Meeting</b>
<b>Date of Meeting:</b>	<b>14<sup>th</sup> September 2021</b>
<b>Report of:</b>	<b>Chief Constable</b>
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<b>Agenda Item:</b>	<b>6</b>

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

## Health and Wellbeing Activity Update

### 1. Purpose of the Report

- 1.1 The purpose of this report is to update the Police and Crime Commissioner (PCC) about the work undertaken to improve the health and wellbeing provision in Nottinghamshire Police.

### 2. Recommendations

- 2.1 It is recommended that the Commissioner considers and notes the further progress undertaken over the last 12 months to build on the progress of 2020 and to further improve the Health and Wellbeing offer to staff and officers of Nottinghamshire Police.

### 3. Reasons for Recommendations

- 3.1 To provide assurance to the PCC about the work undertaken to improve health and wellbeing of staff and officers working for Nottinghamshire Police.

### 4. Summary of Key Points

#### 4.1 Strategy & Plan

People Services have developed and published the People Strategy, which was launched as part of the Deputy Chief Constable's (DCC) Roadshows. A key element is the strategic priority to deliver and improve upon the Wellbeing provision to officers and staff within Nottinghamshire Police. A Wellbeing Strategy was developed and launched on World Mental Health day in October 2019. The policy establishes our commitment to the staff and officers of Nottinghamshire Police and affirms our vision to have a workforce that can cope effectively with the normal stresses of work, and feel fulfilled and appropriately supported in the workplace.

The Wellbeing Strategy is underpinned by a strategic and tactical plan, which spans the next 5 years. This is updated quarterly and is overseen by the DCC.

Our commitment is based on 4 key areas of delivery:

- **Proactive** Actively promote positive wellbeing, providing meaningful training and monitoring of wellbeing
- **Promote** Build resilience for officers and staff, supported by our leaders
- **Spot and Support** Commitment from everyone to look after their own wellbeing as well as their colleagues with swift access to the right support
- **Treat and Recover** Provide effective signposting and support. Remove the stigma associated with mental health

## 4.2 **Governance**

A robust corporate governance system has been put in place to focus our efforts under the wellbeing theme. Governance consists of a strategic board chaired by the DCC, through to a tactical board chaired by People Services which is attended by Wellbeing Ambassadors. Ambassadors then have local meetings with their wellbeing Champions who have been recruited from across the Force area. This is to ensure strategic direction whilst encouraging initiatives and ideas to be escalated through the meeting structure. People Services share any relevant communications and updates directly through to Champions to ensure that information gets to the people who need to promote and share it with colleagues.

Each element of the governance structure has clear terms of reference and all Ambassadors and Champions have a clear understanding through a job description of the expectation upon their roles. Over the last 12 months we have sought to develop and embed the role of the Ambassador and Champion to ensure they feel empowered to make a difference to the wellbeing of their colleagues in their area of business. We take regular feedback on the concerns and priorities of our staff and officers and conducted a Pulse Survey in 2020 to assist us in determining the priorities for 2021. We have a wellbeing budget to support initiatives and events. An element of this is available for champions to access to enable them to deliver quick wins in their areas. We also support funding bids externally to support our priorities for example we were successful in a bid in 2020 to support a Sleep workshop and are currently awaiting the outcome of an external bid for Mental Health First Aid - Train the Trainer funding.

## 4.3 **Staff Survey**

In order to ensure our plans link to the needs of the organisation, a Staff Survey was conducted in 2019 that established a baseline across the organisation. We have followed this up with a refreshed Staff Survey in February 2021. This allows us to track our progress. The results of the Staff Survey were extremely well received with the following key messages:-

- Our wellbeing focus has been recognised

- There is a sense of inclusivity, via equality and leadership at all levels
- Significant numbers of staff/officers reporting job satisfaction
- Reduction in identified hindrance factors
- Public service motivation is very high
- Leadership support is very high, fair treatment of staff identified
- Emotional energy is high

The key areas for us to focus on from the Survey results are developing our leaders to ensure all our staff feel supported in the workplace while ensuring that there are clear performance expectations embedded across the force, plus providing supervisors with the confidence to deal with poor performance. It is important that the organisation continues to see the relevance of participating in the staff survey – 52% of the workforce completed the survey which is our highest participation rate to date and 10% higher than the national average.

As and when Covid restrictions allow, the DCC will continue to undertake roadshows across the force to publicise the results and showcase the Wellbeing initiatives in place, initially planned to recommence in October 2021 they will focus on providing colleagues with the opportunity to voice their concerns around wellbeing and environment across the force and identify any hindrance factors that they perceive which are stopping them from doing their job. A full evaluation of the roadshows will be undertaken, with the issues themed, and provided to relevant subject areas to be considered and addressed.

#### **4.4 Thematic Calendar**

From January 2020 we have delivered a thematic calendar of wellbeing initiatives. Each month we focussed on a new initiative, which is linked to identified concerns i.e. sleep or knowledge and awareness of Wellbeing or mental health.

During the second quarter of 2021, our Communications team reviewed and revised their wellbeing communications plan and are currently working with the Wellbeing team to further streamline the thematic plan to maximise delivery and impact with all colleagues across the Force which will focus on the specific wellbeing priorities:

- Mental Health and Wellbeing
- Physical Health and Wellbeing
- Financial Health and Wellbeing
- Stigma

The Communications plan includes evaluations at identified campaign points to aid the evaluation process and maximise impact and delivery. This will build upon the existing brand which continues to be recognisable across the force as well as linking to our priority of being an employer of choice.

#### **4.5 Training**

A key element of our plan has been to support our managers in recognising stresses and strain in their staff. We have delivered Harmless 'Spot the Signs' and have trained 144 supervisors since 2019. The course is designed to develop the managers' knowledge and understanding of mental health and wellbeing, and explores common conditions. This helps them to spot the signs and symptoms of poor mental health, including stress and burnout. Unfortunately, the delivery of this course was halted due to Covid-19, however this was then resumed through an online input and we are now back to face to face delivery. We have commissioned additional course dates to alleviate any backlog in the rollout.

We continue to deliver "Proud to Lead" training to all of our Supervisors as part of our training suite, this course offers a number of leadership and management elements and Wellbeing is a mandatory part of the course. Within the Wellbeing element is: self-awareness, emotional intelligence, and personal resilience are all explored. Since training commenced in 2018 we have trained 200 Supervisors.

We also partnered with Police Mutual who provided training facilities to train 64 Wellbeing First Aiders. Due to staffing issues within Police Mutual and Covid restrictions, we were only able to train one cohort (25) of Champions in Force. Additional courses have now been procured by Force and over 100 Champions, Ambassadors and the Wellbeing team will have been trained by the end of October 2021. In addition, we are currently seeking grant funding for Train the Trainer status in Force for Mental Health First aid so that we can continue to train new Champions and Ambassadors and to extend the training offer to other areas across the force. This training will ensure we are equipped with the basic skills to support any individual who has a mental health issue.

#### **4.6 Covid-19**

As Covid-19 began to affect the country significantly in March 2020 we reassessed our monthly themes, reprioritising them and adding an additional month of Mental Health Awareness and Resilience. As part of our communication plan for Covid-19, Wellbeing support and advice information was communicated alongside the Operation Bion operational updates. The orange branding of our Wellbeing work ensured that any individual wanting to search for information on Mental Health whilst working from home, or juggling parenting whilst working could easily identify this on our intranet pages.

The 2021 Durham People Survey also confirmed that colleagues felt that the Force has done well managing the impact of the pandemic and that they felt appreciated and valued. We will continue to support colleagues through our Covid Champions and Wellbeing Champions.

#### **4.7 Continuous Improvement**

As the delivery plan for 2020 has concluded we are now in the process of ascertaining the Business Benefit of our wellbeing initiatives. Whilst it is early days for this piece of work, initial outcomes are positive and will contribute towards future thematic plan development and implementation. Business Benefit will form part of our ongoing evaluation process. Through continuous improvement and our evaluation, we will be able to decide which initiatives have supported our workforce and replace or improve those that have not positively influenced our agenda.

Mazars has recently internally audited the Force on Policy and Wellbeing. We were evaluated at: Satisfactory Assurance. Whilst there are still improvements to be made, these are not Fundamental improvements and the report highlighted an assurance on the adequacy and effectiveness of internal controls

We are also in the process of finalising our Oscar Kilo Blue Light Framework submission. Once completed, the submission will undergo a peer review against a number of recognised framework wellbeing indicators. The completion of the Framework has already highlighted some gaps in our wellbeing offer which we are looking to rectify during the 2021/22 thematic wellbeing plan and the outcome and recommendations from the peer review will also inform our ongoing direction of travel for Health and Wellbeing in Force.

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

- 5.1** During the 19/20 financial year budget provision was successfully secured for wellbeing initiatives planned throughout the year. This has been replicated for the 20/21 financial year. During the financial year 19/20, in addition to the force budget, we negotiated both sponsorship and funding via the application of grants. For example the DCC Roadshow was sponsored by the local Police Federation office; our Summer Safety water bottles were sponsored by Police Mutual, Unison and GMB. Inspector Mark Stanley was successful in his bid for Sleep guru Nick Littlehales to provide hints and tips for better sleep.

It is intended that we will continue to procure sponsorship for the DCC roadshows in 2021 and as the grant system has reopened, which had paused due to Covid, we have already applied for grants to the value of £3,000 to support our mental health agenda to train Champions, Ambassadors, and key colleagues.

## **6. Human Resources Implications**

- 6.1** People Services manage the Wellbeing portfolio and develop the initiatives and themes across the organisation with the support of the wellbeing Ambassadors and Champions. We work closely with Corporate Communications and where possible tie in relevant policy reviews to coincide with the relevant theme. Within People Services we have two Policy and Wellbeing Partners and a Wellbeing Support Officer who dedicate a large proportion of their time to delivering the initiatives.

## **7. Equality Implications**

- 7.1 Our People Strategy articulates our aim to create an exceptional place to work where diversity is embraced and success is celebrated. We seek to encourage an environment that inspires, motivates and promotes a culture of openness trust and respect. Wellbeing works alongside our other strategic priorities including diversity and inclusion to deliver this commitment. Our thematic calendar of events is built, as a priority, from the issues identified by our people and our commitment to develop a highly engaged workforce.

## **8. Risk Management**

- 8.1 Wellbeing is overseen by the Deputy Chief Constable and progress against the delivery plan is monitored via the quarterly Strategic Health & Wellbeing Board.

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

- 9.1 Wellbeing activity is directly linked to our strategy and plans and seeks to address the cause for concern identified through HMICFRS assessment and supports our work to being an employer of choice.

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

- 10.1 We continually horizon scan for changes to legislation and ensure we maintain knowledge of national initiatives through for example Oscar Kilo.

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

- 11.1 Federation and Staff Association colleagues are included on the Strategic and Tactical Wellbeing meetings and contribute to our annual thematic plan. It is the intention that our Ambassador and Wellbeing Champion roles embed themselves within the organisational structure, and we seek to empower these individuals to raise awareness and feedback on progress.

## **12. Appendices**

- 12.1 Appendix A - People Strategy.
- 12.2 Appendix B - Wellbeing Strategy.



# Your Force, Your People Strategy

**2025**



# The Introduction



Nottinghamshire Police recognises that our people are our most valuable asset. They are the constant and critical success factor in respect of our past achievements and will be for our future successes. In order to deliver our vision, we need to ensure that our people are effectively supported, developed, motivated and representative to meet the changing needs of the society.

We need a professional, dedicated, representative workforce that is committed to our vision and values. Our people need to be flexible, creative and constantly looking for new and innovative ways to improve performance and deliver a quality service to the people of Nottinghamshire.

This people strategy sets out how People Services will help meet our priorities through this people strategy which cover police officers, PCSOs, police staff, special constables, Office of Police and Crime Commissioner employees, apprentices, cadets and police support volunteers.

Our aim is to 'develop and deliver a diverse, flexible, talented and modern workforce that people want to be a part of in support of the police & crime plan objective to become an 'Employer of Choice'.

This Strategy should be read in conjunction with the People Services Delivery Plan and Wellbeing Strategy & Plan.



# Our vision and values



## Our Vision

Working with partners and the communities we serve to make Nottinghamshire a safe, secure place to live, work and visit.

## Our Priorities

- Engaged communities
- Service that works for local people
- An employer of choice

## Our Values

Everyone who works for the force must be PROUD to serve, united by an unwavering commitment to our force values which embodies everything the organisation stands for.

**P**rofessional

**R**espect for all

**O**ne team

**U**tmost integrity, trust and honesty

**D**oing it differently



# Strategic Priorities



The force's shared values were created by our workforce and to help shape the organisation and define the quality of service we provide.

The values represent and underpin what Nottinghamshire Police stands for, informing the expected standards of behaviour of all of our people and will help underpin effective and consistent leadership.

The PROUD values are incorporated into all of our people processes. They are an integral part of how we recruit, promote and assess the performance and development requirements of our people. We will recognise and reward people who display the right behaviours.

We aim to create an exceptional place to work where diversity is embraced, success is celebrated, innovation is encouraged and our people are PROUD to serve in a force that is renowned for quality.

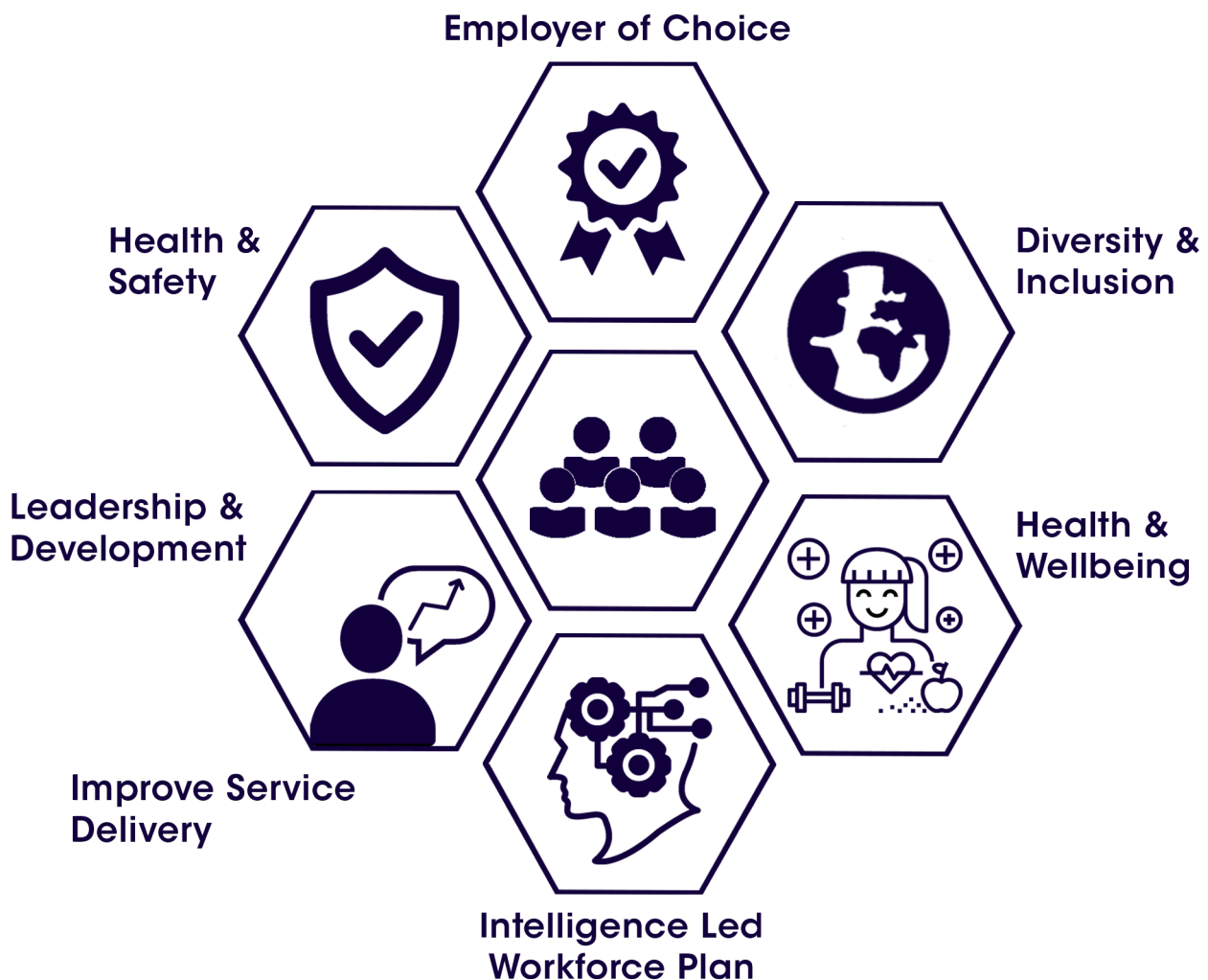
Together we will encourage an environment that inspires, motivates and promotes a culture of openness, trust and respect. We will provide our people with the opportunity for personal and professional growth.



# Strategic Priorities



People Services will focus on the listed strategic priorities to deliver our people commitment. The People Strategy should be read alongside the strategic and tactical plans.



# Diversity & Inclusion



Employing a diverse range of people allows us to draw on the full range of talent in the community; as recruiting from the widest pool of people means we recruit individuals who can speak other languages, understand other cultures, understand other lifestyles and are willing to use their skills to the benefit of the community and the organisation. This increases the forces legitimacy within communities, fostering social responsibility and increasing willingness to provide intelligence that both result in crime reduction and prevention.

Employing a diverse workforce gives us an operational policing edge and will ensure that policing remains relevant to the developing community of Nottinghamshire. It allows us to process a wider understanding of our communities needs and to develop our reputation as an employer of choice.

We aim to provide a positive and inclusive working environment that attracts, supports and develops the best talent from across the widest possible range of identities and communities. We aim to achieve a workforce that, at all levels, broadly reflects the community we serve.

We will target recruitment activities within the community in the areas where diversity is rich, we will adopt the principles of the NPCC diversity toolkit to develop our action plan to create links with communities, and to support talent pipelines into the organisation through, apprentices, cadets schemes, volunteers, mini police and working with schools liaison officers.

We will identify talent and support those from underrepresented group to flourish and progress through to senior roles, seeking to reduce pay gaps in both ethnicity and gender.

# Diversity & Inclusion



## We will achieve this by:

- Engaging with the community
- Utilising positive action to achieve a representative workforce at all levels particularly focusing on increasing representation in women and BME colleagues
- Targeting recruitment into areas within Nottinghamshire that are rich in talent and diversity.
- Encouraging people to be themselves in the workplace valuing difference and enabling them to flourish
- Creating future talent pipelines through cadets, mini police and volunteers
- Implement a talent management system.

## We will measure this through:

- Increased women and BME representation in applicants for posts
- Reduced turnover in underrepresented groups
- Analysis of exit interviews
- Increased progression for women and BME colleagues in senior roles
- Improved public confidence
- Monitor the ethnicity and gender pay gaps



# Health & Wellbeing



We aim to have a highly engaged workforce where people are valued, motivated, fully involved in and committed to their work, colleagues and the public. Where attendance is high and staff engage in wellbeing and are as fit and healthy as they can be. Nottinghamshire was the first force to sign up to the Oscar Kilo framework

## **We will achieve this by:**

- Evaluate the current wellbeing provision to see what works
- Implementing a wellbeing strategy and action plan
- Creating a dedicated wellbeing officer role
- Provide a range of wellbeing initiatives across the Force that support the wellbeing of staff and officers
- Listening to staff and acting on feedback to continuously improve what we do (line management, staff survey etc.)
- Create an environment where people want to work to the best of their ability
- Improve managers skills in management of attendance
- Focusing on understanding and tackling the causes of stress 'spot the signs'
- Making timely reasonable adjustments where needed
- Ensuring a meaningful framework of policies, guidance and development that enables prevention of ill health and promotes wellbeing

# Health & Wellbeing



## We will measure this through:

- Annual staff survey
- PDR completion rates
- Reduced number of disputes and employment tribunals
- Reducing sickness absence
- Reducing stress-related absences
- Reviewing exit interview data
- Reviewing mid-service leavers



# Intelligence Led Workforce Plan



It is critical to the delivery of our strategic outcomes that we have an effective workforce now and in the future. This means being able to forecast future policing requirements so we can prioritise, focus our efforts appropriately and design the force for the future. It is also essential that we have the right people with the right skills at the right place and at the right time.

We aim to design and deliver a workforce plan that is focused on front line policing, providing capacity, capability and flexibility to achieve our Vision.

## **We will achieve this by:**

- Developing a strategic workforce plan
- Develop HR analytics for 'health indicators' and 'hot spots' to ensure the capability capacity and wellbeing of the force

### **These are**

- Sickness Absence data
- Dispute data
- Employment Tribunal data
- Staff survey results
- Exit interview data
- Horizon and succession scanning to identify future needs
- Monitor numbers and representation of under- represented groups across all ranks and grades
- Identification and development of talent
- Develop a skills database

## **We will measure this by:**

- BME and female representation statistics
- Monitor 'health indicators'
- Monitor starters, movers & leavers
- Exit Interview data
- Gender and ethnicity pay gap reporting



# Improve Service Delivery



The People Services Department has recently restructured. The new service is based on a tiered service delivery model whereby the greatest volume of demand is met by tier 0 self service and tier 1, by service request this would mean staff find out what they need on the intranet, by self-service or via our shared service centre, Multi Force Shared Service (MFSS) based in Cheshire. Specialist HR support is delivered locally by business partners and advisors within the retained people services team. In order to maintain service levels it is important that individuals and line managers know how to access the service at the right level for them.

## **We will achieve this by:**

- Develop a forcewide communications plan
- Develop our new people services intranet site
- Educate and take ownership for advising managers
- Revise business processes to ensure efficiency
- Develop user guides and training for staff and managers
- Review and monitor service delivered by MFSS and our regional partners in EMCHRS Learning & Development and Occupational Health

## **We will measure this by:**

- Customer satisfaction surveys
- Volume of service requests
- Completed versus outstanding service requests
- Manage the performance of the shared service centre via the performance relationship manager

# Leadership Development



Strong and consistent leadership is critical to continuing the significant progress the force has made in reducing crime and increasing public confidence.

All of our managers and leaders have a critical part to play in delivering the policing plan and driving progress towards being the best performing police force. Leaders will need to leverage their personal strengths and demonstrate flexibility, commitment and resilience, living the new CVF behaviours and force values.

We will develop our leaders and managers to provide them with the tools to manage fairly and consistently, providing them with the ability to have honest conversations with individuals and teams. Supporting individuals back into work through absence and managing conflict through early intervention.

We will develop an environment where our leaders and managers can get the very best out of our people, identifying talent and supporting individuals to drive their own performance.

## **We will achieve this by:**

- Implementing a meaningful performance development framework (PDR)
- Develop a talent management system and promote honest conversations
- Implement positive action plans for underrepresented groups in leadership roles
- Reviewing and enhancing the Proud to lead Programme
- Encouraging our leaders and managers to model the right behaviours through CVF training
- Enhancing people skills through management workshops

# Leadership Development



## We will measure this through:

- Staff survey
- PDR completion rates
- Improved performance, evidenced through PDR
- Training evaluation including surveys
- Increased numbers of women and BME colleagues in leadership roles.



# Health & Safety



The ultimate aim of the Health and Safety Service is to ensure a safe working environment for all, and to improve the health and wellbeing of the staff within the force. In achieving this aim, Nottinghamshire Police endeavours to reduce accidents, injury on duty reports and work related absences.

## We will achieve this by:

- Ensuring there is a clear health and safety management system, which drives continuous improvement
- Developing our health and safety governance
- Reviewing the force health and safety systems of work
- Ensuring all health and safety policies and guidance are up to date
- Support the work of the Divisional and Departmental Health and Safety Committee Meetings in relation to mitigating risk
- Reviewing the accident reporting system and accident investigation process
- Review of the injury on duty recording process
- Undertake a review of health and safety training that is provided throughout the Force, to ensure all staff and officers have sufficient competence, training and awareness of the health and safety risks associated with their work activities



# Health & Safety



## We will measure this through:

- Effectively monitoring the effect of health & wellbeing programmes
- The results of audits and inspections
- Increasing levels of engagement through staff survey results
- Reducing number of injuries on duty
- Increasing reporting of near misses
- Producing RIDDOR reports
- Increased levels of attendance at health and safety training



# Useful Documents



**The following documents underpin the People Strategy:**

- People Services Strategic and Tactical Delivery Plan
- Wellbeing Strategy and Delivery Plan
- Diversity and Inclusion toolkit

The People Services Delivery Plan sets out the key activities to help achieve the People Strategy.



# Your Force Your Wellbeing



## **Wellbeing Strategy 2019 - 2023**



# Introduction

Nottinghamshire Police recognises that our people are our most valuable asset. You are the constant and critical success factor in respect of our past achievements and will be for our future successes. In order to deliver our vision, we need to ensure that you are effectively supported, developed, motivated and our workforce is representative to meet both your needs and the needs of the public.

We all know that wellbeing means many different things to different people, from physical, psychological and financial wellbeing. We recognise you are under increasing pressure from the changing demands of day to day policing which has a cost to you and can result in a number of impacts on you, ranging from compassion fatigue, to physical exhaustion or secondary trauma. Changes due to austerity have also had an impact on your financial health.

Through this strategy and the associated action plan we aim to have a highly engaged workforce where you are valued, motivated and fully involved in and committed to your work, colleagues and the public. We also want to create a culture and environment where attendance is high and you are as fit and healthy as you can be and where you engage with us to develop our wellbeing offer to meet your needs.



# Our Vision



## **Our Mission**

Our aim is to have a healthy, happy and engaged workforce

## **Our Vision**

Our vision for your health and wellbeing is to ensure you are able to cope effectively with the normal stresses of work and feel fulfilled and appropriately supported in the workplace.

To do this we will strive to deliver a positive and healthy workplace, making sure Nottinghamshire Police is an Employer of Choice and delivers a service that works for local people.

# Our Strategy



## **Our Strategy**

This strategy is supported by a plan that aims to have a highly engaged workforce where people are valued, motivated and fully involved and committed to their work, colleagues and the public.

- |                          |   |
|--------------------------|---|
| <b>Proactive</b>         | Actively promote positive wellbeing, providing meaningful training and monitoring of wellbeing                                |
| <b>Promote</b>           | Build resilience for officers and staff, supported by our leaders   |
| <b>Spot and Support</b>  | Commitment from everyone to look after their own wellbeing as well as their colleagues with swift access to the right support |
| <b>Treat and Recover</b> | Provide effective signposting and support. Remove the stigma associated with mental health                                    |

Our Strategy involves a commitment from both the organisation and from you.

# Our commitment to you

## **We will;**

- Listen to you and involve you in how we improve the things that affect your physical and psychological wellbeing
- Commit to ensuring wellbeing is embedded into all aspects of our organisation and our work
- Provide appropriate access to support services, ensuring these are widely communicated and easy to access
- Support you in developing resilience and positive psychological wellbeing
- Ensure our estate provides a fit for purpose environment that supports you in delivering our service whilst maintaining your health and wellbeing
- Ensure our leaders and managers are competent and compassionate and actively support your physical and psychological wellbeing
- Ensure our practices, policies and procedures recognise and support your health and wellbeing
- Create a culture free from stigma and judgement to ensure you feel comfortable to speak up when you're not feeling okay

# Your commitment



## **We ask you to;**

- Look after your own physical and psychological wellbeing
- Attend any training you are offered in relation to wellbeing
- Attend any scheduled health related debriefs or check-ups
- Challenge stigma or discrimination wherever you see it
- Share ideas for promoting health and wellbeing in the workplace
- Recognise personal resilience limits in yourself and others and raise any concerns

# Our plan



The wellbeing plan will align to this strategy and will be delivered through clear governance that feeds from a local to strategic level, ensuring that voices at all levels of the organisation are heard and captured and that evaluation of initiatives take place in order to continually improve wellbeing services and ensure they are fit for purpose.



# Measuring success



## We will measure our success through:

- Undertaking an annual staff survey. We will publish the results, analyse the findings and act upon identified recommendations through the Health and Wellbeing Board
- Reduction in the number of disputes, complaints and employment tribunals
- Reduced stress-related absences
- Evaluation of health indicators and hot spots
- Improved HMICFRS grading
- Exit Interview themes
- Review mid service leavers
- External / Peer Review results
- Wellbeing Framework (Oscar Kilo)
- Improvement in near miss reporting and investigation quality