

## People Services - Wellbeing Outturn Report 2018/19

Priority	Outcomes
<p><b>Priority 1</b></p> <p>Maximise capability, capacity and resilience through the wellbeing agenda and the management and reduction of sickness absence.</p>	<p><b><u>Occupational Health</u></b></p> <p>A total of 3443 occupational health and counselling appointments were undertaken during 2018/19. This included 702 management referrals, 168 visual screenings, 804 counselling sessions, 264 recruitment medicals and 41 drivers' medicals, plus medicals on a variety of other specialist roles.</p> <ul style="list-style-type: none"><li>• Linked with the work being undertaken by Sarah Davies, 72 annual adjusted duties assessments took place in the year 2018/19. 7.5% of police officer establishment are considered as being on adjusted duties (restricted over 6 months). This equates to 100 officers. Annual review appointments have been scheduled for all 100 officers to gain up to date adjustment requirements to ensure they are within the correct roles for their conditions. All Officer Posts have been reviewed and what reasonable adjustments if any can be made. This has identified that there are 24 officers within the force that are in roles that do not fit all of their adjustments. Meetings are being scheduled with each of these officers to look at the approach for posting them long term.</li><li>• Work has been completed for FIRMS to have the capability to retain all information on officers limited duties information, removing the requirement to maintain the data on an excel spreadsheet. This will assist the force in producing reports and the closer management of adjusted duties</li><li>• Appointments are being maximised through the monitoring of the number of where individuals fail to attend. An updated process has been put in place to inform individuals of appointments (email/appointment/text) and line managers are informed of non-attendance to address with the person.</li><li>• Linked to the promotion of physical activity, a range of exercise classes have been running including yoga, circuits, legs bums and tums, abs blast.</li><li>• A process is now in place to monitor the time it takes from first referral to appointment to identify trends and areas of and for improvement.</li></ul>

- An annual health screening questionnaire (physical and psychological) has been developed and will be rolled out through a SNAP survey to all those who work shifts. This is to initially meet the requirements in the Working time Agreement. It is planned to roll this out to all staff in 2019/20 and to gain a picture of the wellbeing of the force.
- The first of a set of three weeks of health checks took place in March 2019, in stations around the force. These sessions are predominantly for officers and staff who were not involved with the 'air-waves' medicals. These appointments will include:
  - BP
  - Pulse
  - BMI
  - Body fat analysis
  - Lung function
  - Cholesterol
  - Urinalysis assessments
  - Breast and testicular health awareness, assessment
  - Support for physical and emotional conditions.
- Potential Collaboration with South Wales Fire and Rescue Service, South Wales Police and Gwent Police continues to explore the potential benefits of collaborating on the Occupational Health service provision. A meeting took place between the People Services leads for each organisation and scoping is currently being undertaken to identify if there is a collaborative opportunity to purchase a patient management system.
- Muscular skeletal sickness absence continues to remain high. A 'Walk the Floor' event with 12 Chiropractic Students and their Supervisor from the University of South Wales visited the FCR on the 19<sup>th</sup>, 20<sup>th</sup> and 21<sup>st</sup> February to provide brief ergonomic assessments of FCR Operators with associated education/advice to help reduce MSK issues in this area. They also provided mini-adjustments to anyone who could benefit. The Chiropractic services within the University can also be accessed by any employee of the Force at a reduced rate to the individual. Details are going to be circulated by Police Sport Gwent and OHU.
- As part of the winter wellbeing campaign over 700 flu vaccinations were administered by OHU Staff, which meant over 7000 Tetanus Vaccination will be donated to developing

Countries, through the collaboration with UNICEF. This campaign had a positive impact on the number of flu related sickness absence during the winter period and will be promoted again for the 2019/20 flu season.

- OHU are now using the Farnsworth Colour Vision equipment to assess Firearms and Taser Officers appropriately without having to refer them externally. This is working well and will continue to be used.
- OH is actively involved in the Skype Sickness Absence Conference Calls with Sarah Davies and Line Managers, offering advice on individual cases to improve management of the individuals.
- Links have been fostered between Gwent OHU and the OHU's in Avon & Somerset, Norfolk & Suffolk and Wiltshire and plans to continue this close working relationship will continue to enable sharing of best practice. The OH Managers of these OHU's also plan to attend Gwent in the next 6 months.
- The refurbishment of the OHU complete and has been very positively received by all who have visited. The environment is more welcoming and is helping to enhance a culture of positivity and engagement with all Gwent Staff and Officers.
- OHU staff have been visiting new recruits to vaccinate against Hep B during their study days to expedite the inoculation process, improve uptake and attendance rates and reduce DNA's into the unit.
- The new management referral form has been designed and rolled out to improve the quality of information received into the OHU and empower supervisors to manage low level sickness absence cases, preventing unnecessary referrals.
- Medical Case Conferences are held in the newly refurbished OHU's meeting room, to discuss more complex issues and to help manage the individuals return to work. They are usually held by the FMA or OHU Manager with HR, line manager (and union/Federations representation, if requested) present.

- As part of the OHU's drive to reduce paper flow through the unit and streamline services, all medicals are now being documented electronically, wherever possible. New electronic forms have been generated and are being used effectively. Other surveillance equipment (Audiometer and Lung Function) has now been linked to the computer and electronic copies are saved in individuals confidential files.

### **Wellbeing**

- The, 'Question of Wellbeing' video, which outlined some of the work that has been undertaken since the last staff survey, was published. The video received 1356 views and the winner/reveal video was published w/c 20<sup>th</sup> September. The areas included:
  - Canteen HQ and HQ gym
  - Fruity Fridays and the Wellbeing room in Newport Central
  - Sports and social Twitter account and the Ladies football club
  - OHU – Wellbeing screening and Flu jabs
  - Wellbeing Ambassadors
  - Walking with Amanda Williams
  - Mental Health Training, trauma resilience and 1<sup>st</sup> line manager training
- The 2019 Wellbeing Communications Plan was developed which provides a monthly focus on specific wellbeing issues. Wellbeing notice boards have been updated and 2019 table talkers were developed, which can be seen across the force area in all break out spaces for people to look out during their breaks. The table talkers are themed alongside the communications plan and offer hints and tips on each wellbeing theme and where to find out more.
- The new My Health and Wellbeing intranet site has been developed, which aims to be a one-stop shop for staff to access up to date and relevant information on all aspects of wellbeing - occupational health, health and safety, wellbeing and mental health. The site includes a media space, a range of toolkits and wellbeing events. Care First and a wellbeing articles page has now been developed on the front page of the beat. Micro blogs are also being used to provide up to date information. There are monthly screen savers highlighting the key focus for each month.

- Blue Light Framework (BLF) Focus Groups took place, involving staff and officers of varying ranks and grades. The groups were held in Brynmawr, Headquarters and Newport Central. Each group reviewed the BLF components of Resilience, Leadership, Protecting the Workforce, Creating the Environment and Mental Health. Participants were asked to review each area and comment on what the force does well and how can we improve the service. The data was used to develop the 2019/20 Wellbeing Plan.
- The Wellbeing Ambassador (WA) network continues to develop, with over 50 active WA within the force. Data continues to be collated on the usage trends of all WA and their profiles have been updated to refresh their role, location or skills. Ongoing development has taken place for WA to maintain their skills and from this exercise, a number of training packages have been made available to them such as MIND Resilience in Emergency Services, Leadership in Running (LIRF) and NVQ level 2 in Health and Nutrition. A 'One Year On' celebration will take on 1<sup>st</sup> May 2019 with inputs from MIND, staff support networks as well as a skills swap sessions including resilience, nutrition and LIRF.
- Support groups continue to be active, including the mental health support group. Two newly formed networks have been set up, Fibromyalgia and menopause, based on demand. These are linked to the support networks in force such as Disability and Gwent Women in Policing. Working with the Disability Network, the force is currently in the process of identifying a dyslexia champion. The menopause support group is currently being developed with 30 minutes mindfulness drop in's being implemented from May for people to learn how to best manage symptoms in the work place.
- Monthly Health Café have been established, which focus on a range of supportive topics, mainly delivered by external organisations. Topics have included health screening, breast cancer, prostate cancer, menopause and fertility.
- Sleep Education has been a focus and a, 'A Good Sleep Guide' was compiled by the Wellbeing Team, based upon information from The Sleep Council and Alison Scrivens, Force Counsellor. It has been specifically designed for shift workers and this can be used as a guide for both officers and staff who work unsociable hours. Linked with this theme and to raise awareness of this issue, a number of volunteers agreed to test some of the suggestions to improve their sleep. The feedback and outcomes were published on the force intranet.

- A number of Wellbeing Roadshows took place during the year, with the aim to help promote the services that are available for officers and staff. For example, on the 4<sup>th</sup> October the Police Dependants Trust and Care First hosted information stalls at Vantage Point and in HQ.
- The force choir is growing from strength to strength, with the support of an external choir leader. They have a number of bookings and have already performed at the Christmas Carol event and the Force Awards Ceremony.
- LPA wellbeing meetings are taking place, with local inspectors being given ownership of certain elements of the blue light framework, so they can best manage areas such as the work environment and feedback into the wider agenda.
- Cycle Solutions have held events to showcase their bikes and promoting their salary sacrifice initiative. Routes to work posters are also being printed by Cycle Solutions to support the initiative. The figures of bikes purchased by Gwent Police staff over the last three years are as follows: 2016 – 75; 2017 – 66; 2018 – 52
- Financial wellbeing has had a focus this year with a financial inputs being delivered to all officers within force training days and for staff and non-operational officers. Free face to face debt management advice has also been provided through Pay Plan. The first appointments were allocated to those identified by Professional Standards to support their debt issues. Due to the positive feedback further sessions have been arranged and advertised.
- Wellbeing induction has been developed and is provided to every new member of police staff within the first 4 weeks of them starting. Feedback from these sessions have been positive. Inductions have also been delivered with PC new recruits and FCS new starters.
- My GWP Rewards has been launched with free days out for individuals to access. These include Greenmeadow Community Farm, Noah's Ark Farm Zoo, Vue Cinema, Newport Live Swimming. This will be followed with the Rewards Card being launched in May 2019 giving point of sale store discounts and reloadable card discounts on a range of local and national outlets.

### **Absence Management**

- Absence Management is discussed at the bi-monthly People and Diversity Board and monthly Wellbeing Meeting.
- The central analyst team continues to provide force absence management data to support the force gaining a better understanding of the trends and hot spots linked to attendance management.
- Following feedback at the Wellbeing Meeting, sickness compliance data is sent to all business areas on a weekly basis. This is to ensure timely support is provided to individuals and compliance to our procedures are maintained. E.g. timely contact with staff, fit notes provide and attendance meetings conducted when required.
- As part of the development of the People Services Plan 2019/21, a wellbeing champion has been identified from the senior leadership team. This champion role seeks to promote this agenda, identify areas for development, support culture change and be a critical friend to the work being progressed.
- An Attendance Management Action Plan has been developed and is reviewed at the Wellbeing meeting.
- A deep dive into the 15 long-term sickness cases took place in December. A long term sickness conference call was introduced with Inspectors/Chief Inspector/Departmental managers and Occupational Health in January 2019, to ensure that all support and intervention is received to support the individual and facilitate the earliest return to work. All cases of long-term sickness, from 21 days, are being considered as part of this meeting.
- Following a review by the Strategic Leads, the revised attendance procedure has been finalised and was launched on 1<sup>st</sup> April 2019. The date coincides with the attendance management training that is being delivered. The Force Attendance Standards have been streamlined and are now: Three or more sickness absence periods in 12 consecutive months; Ten or more working days\* sickness absence in 12 consecutive months; A pattern of absence. Where attendance standards apply have also been revised in line with feedback and best practice from other forces.

- Attendance management training commenced in February 2019. The aim of the sessions are to provide line managers with the tools and knowledge to apply the attendance procedure, conduct attendance standard meetings and the referral process for Occupational Health. To date over 100 line managers have attended the training, being delivered by Sarah Davies, HR Business Partner (Sickness). Excellent feedback is being received on the content and delivery.
- Sickness absence training and difficult conversation training was also delivered to line managers by an external provider, giving a legal perspective to the subject area. This is complemented by the training being delivered by Sarah Davies.
- A list of all officers receiving an injury award has been gained from Capita. A review of each case has commenced view to identifying what actions, if any, need to be taken.

#### **Health and Safety**

- A new Health and Safety Scrutiny Meeting has been established, which is chaired by the Deputy Chief Constable. Terms of Reference have been developed and agreed.
- A gap analysis of training requirements has been undertaken. Funding to be identified to facilitate the roll out this training programme over the next three years.
- Collaborative opportunities with South Wales Police have been ongoing to identify the long-term health and safety governance and management arrangements for Gwent. Initial support was put in place to support Gwent, following the vacancy for Health and Safety Officer, to manage the ongoing risk this absence causes.
- Work has progressed with the implementation of the eSafety software. The product will provide an online accident/near miss reporting system for staff and officers and will ensure that data/trends are more effectively recorded and identified.



	<ul style="list-style-type: none"> <li>• A Display Screen Equipment Procedure has been drafted to incorporate 'safe' Agile/Remote Working practices. This is currently with SWP H&amp;S to ensure compliance, with a view to this becoming a joint document across both forces.</li> <li>• A total of 232 accidents were recorded in 2018/19 and 30 were reportable under RIDDOR.</li> </ul>
<p><b>Priority 2</b></p> <p>Ensure the workforce is more representative of the communities we serve.</p>	<ul style="list-style-type: none"> <li>• <b>Equality Workforce Representation sub-group</b> – members of the HR and Recruitment Teams attend to ensure a joined up approach with the Diversity and Inclusion Team and staff networks.</li> <li>• <b>Welsh Language</b> - 1 member of the HR team attended a 5 day Uwch (Advanced) level Welsh in the Workplace residential course to improve welsh language skills in the department in line with Welsh Language Standards and is a mentor to other welsh learners.</li> <li>• <b>Gender Pay Gap Review</b> undertaken and published prior to the deadline date of 30 March 2019. Draft Gender Pay Gap action plan created to incorporate in Workforce Representation Strategy and Action Plan. Survey regarding 'Removing the Barriers' to promotion aimed at constables and sergeants undertaken. Senior HR Business Partner is vice-chair of the female support network.</li> <li>• <b>Disability Confident</b> – HR obtained Disability Confident Employer status for Gwent Police</li> </ul>
<p><b>Priority 3</b></p> <p>Support our leaders to deliver effectively, as well as be successful and help them to improve force morale and focus on improving performance against force priorities underpinned by the Code of Ethics.</p>	<p><b><u>Agile Working</u></b></p> <ul style="list-style-type: none"> <li>• Rebecca Ford joined the force in July as the Agile Working lead and is working with the Estates Department, SRS and the Digital Services Division to develop agile working procedures, arrangements and culture change within the force.</li> <li>• Rebecca Ford has strong links with DSD and a communication plan is in place, providing a collaborative communications approach around the FFF project and agile working.</li> <li>• A Gwent Police Estates Plan is being worked on and locations around the Gwent Police estate have been visited, with working groups established to gain feedback on what the requirements for our front line staff are, as well as how we can modernise the estate to enable remote/agile working.</li> </ul>

	<ul style="list-style-type: none"> <li>• A range of polies, procedures and guidance have been published. These include Agile Working Guidance, Agile Housekeeping Guide and a FAQ's for Agile Working. A Clear Desk Policy has been published and will be rolled out across the force to drive and support agile/remote working in the Gwent Estate, as well as address security concerns for both open plan and remote working. A Display Screen Equipment Procedure has been drafted to incorporate 'safe' Agile/Remote Working practices. This is currently with SWP H&amp;S to ensure compliance, with a view to this becoming a joint document across both forces. Joint usage policies for laptop and mobile phones have been agreed by SWP and Gwent Police.</li> <li>• Following the FFFs roll out, a survey has been run to gather qualitative data and Rebecca Ford is using this to review what's working against what's not and lessons learnt.</li> <li>• Research has been carried out across both forces to support the DSD Delivery plan. Rebecca Ford has worked with Alison Hitchen, analysing and understanding the results, looking at key themes, to put in place an action/delivery plan to support all employees with the transformational culture change and modern ways of working.</li> </ul>
<p><b>Priority 4</b></p> <p>Enable the continued successful implementation of organisational change programmes through effective workforce planning matching resources with finances.</p>	<p><b><u>Absence Management</u></b></p> <p>A review of restricted and adjusted duties has been carried out to identify which roles are suitable for adjusted duties and the number of officers not currently in substantive posts i.e. not in a substantive role suitable for their restrictions. The Force Resource Board will consider how this information will be used.</p> <p><b><u>Human Resources</u></b></p> <ul style="list-style-type: none"> <li>• <b><i>Job Evaluation</i></b> - 63 posts have been evaluated for Gwent Police.</li> <li>• <b><i>Organisational Change</i></b> – HR provided support given to departmental reviews.</li> </ul>
<p><b>Priority 5</b></p> <p>Build professionalism and equip our officers and staff with the skills and</p>	<p><b><u>Human Resources</u></b></p> <ul style="list-style-type: none"> <li>• <b><i>HR Policies and Procedures</i></b> – Ongoing review of existing HR policies and procedures</li> <li>• <b><i>Continuous Professional Development</i></b> – 5 professionally qualified HR staff have become qualified coaches through ILM qualification to coach managers, officers and staff.</li> </ul>

knowledge they need to be successful in their roles to move from 'good to great'.	
<b>Priority 6</b> Enable all our staff to realise their potential, through a clear framework for personal development and talent management.	Please see Learning and Development outturn report 2018/19