

Annex d) – Staff Referrals to Occupational Health

To provide information about the current level of referrals to the Welfare and Counselling Unit.

1. BACKGROUND

- 1.1 It is recognised that the health and wellbeing of staff has a crucial role to play in enabling all organisations to achieve their goals. Research continually highlights the impact that good health and wellbeing has on an individual's ability to perform well at work. The police service is no exception to this rule.
- 1.2 The CIPD's *UK Working Lives* survey, published in April, claims that one in four of all workers feel their job negatively affects their mental health. At the same time police forces are operating in an increasingly complex and challenging environment that has increased potential to impact on an individual's physical and mental wellbeing.

2. GOVERNANCE

- 2.1 Through the Strategic Alliance, Dorset Police has been able to develop a joint Health and Wellbeing Strategy with Devon & Cornwall Police. This document provides an evidenced foundation to our commitment to place the health and wellbeing of officers and staff at the centre of what we do.
- 2.2 The overall aim of the strategy is to provide a coherent and coordinated organisational approach to health and wellbeing in the workplace. It provides an over-arching approach that both police forces utilise as a framework to meet their respective organisational needs.
- 2.3 The Health and Wellbeing Delivery Group meet regularly and encompass the complete range of functions and units within the forces. This group, at which OPCC is represented, also liaises with both the HR and the operational delivery of the strategy, including with external clinical and non-clinical suppliers.
- 2.4 A copy of the Strategy and the associated delivery plan are attached as an appendix. Delivery to the workforce is supported by ActivAte 2020, an Alliance programme that focuses on three core elements:
 - Promotion of physical activity;
 - Improved diet and nutrition; and
 - Better sleep quality.

3. SUPPORT SYSTEMS

- 3.1 The work we need our officers and staff to do can be uniquely challenging and at times distressing. As a force with a strong history of supporting its people in roles that have been identified as having a greater potential impact on their physical and psychological wellbeing, we strongly encourage the use of pro-active psychological support. With the increased demands being made on those staff, the requirement for this type of support has naturally increased.
- 3.2 The Welfare and Counselling Unit consists of a single welfare officer and part time administrative support. As well as managing a personal caseload, the welfare officer advises managers about stress and trauma support, delivers associated

training and manages the force Psychological Health Monitoring Programme. The unit also has a strategic role to play in identifying potential adverse force trends.

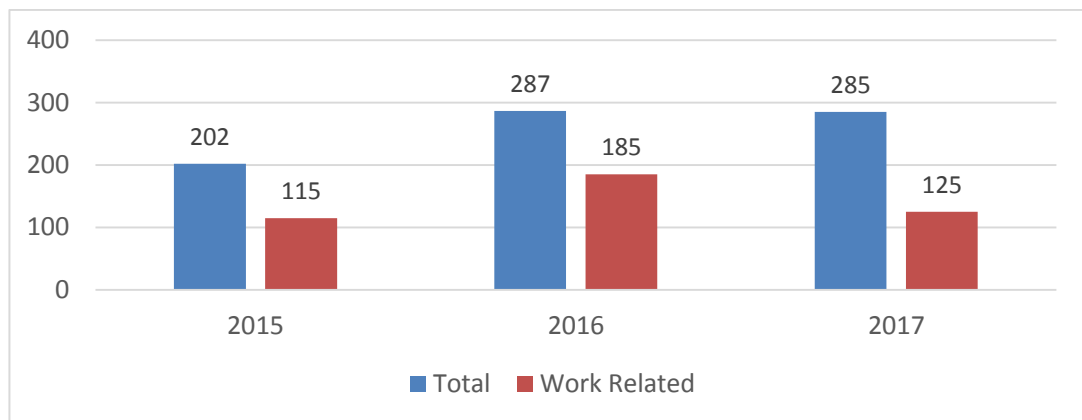
- 3.3 An Employee Assistance Programme complements the work of the Welfare Unit and provides individuals and their managers, with 24/7 support. This service is accessed via telephone initially and then if appropriate provides the individual with face-to-face counselling.

4. WORKLOAD

- 4.1 For the reasons detailed earlier in this report, the Welfare and Counselling Unit has experienced a significant and sustained increase in cases related to psychological issues, as shown below:

2014 – 186 cases
2015 – 202 cases (9% rise on previous year)
2016 – 287 cases (42% rise on previous year)
2017 – 285 cases (0% rise on the previous year)

The breakdown of these cases categorised into work and personal triggers for the last 3 years shows:



- 4.2 Based upon the year-to-date caseload there is a projected annual figure of 370 cases for 2018 (30% increase). Current cases are presenting slightly more personal reasons for referrals than work related.

5. HEALTH AND WELLBEING DEVELOPMENT PLAN

- 5.1 One of the strategic objectives in the force's Wellbeing Development Plan that is linked to the Health & Wellbeing Strategy, is the development of an organisational health and wellbeing culture that embraces good health, good work, good relationships and good specialist support. Professor John Harrison, the Alliance lead for Health and Wellbeing, has based this approach on the nationally recognised 'Work-well Model' and he is being supported in his work by the recent appointment of a dedicated Well-being Manager.

- 5.2 The PCC is determined to make a meaningful difference to the health and wellbeing of the workforce, and is joined in that ambition by the Chief Constable. As a result, the Force has identified a senior resource that is currently preparing business cases to outline new health intervention proposals linked to the joint strategy, which will harness the £250k fund that has been ring fenced by the PCC for this purpose.