



**Surrey Police and
Sussex Police**

Wellbeing Strategy and Action Plan 2020-2022

Empowering you to maintain health, fitness and wellbeing

Surrey Police and Sussex Police aspire to be a healthy and professional workplace, providing evidence based wellbeing support to all colleagues so that we can deliver the best policing service to our communities.

A key factor of positive wellbeing is personal responsibility. Therefore, we will need to support every officer, member of staff and volunteer to maintain and improve their wellbeing; and they will be expected to take reasonable steps to maintain/improve their own health and wellbeing.



Adrian Rutherford
Director of People Services for
Surrey Police and Sussex Police

Foreword

Our updated Wellbeing Strategy and Action plan for 2020/22 builds upon the solid foundation achieved in 2019-2020. We continue to recognise the unique challenges that we face within policing and to ensure that we tailor our wellbeing effort towards those interventions and issues that will have the most impact. In order to do this our priorities have been derived from extensive consultation and input from the workforce. As the events of 2020 with Covid-19 have already proved there are unexpected challenges that we face, where the wellbeing of the workforce has to be at the centre of everything we do.

During 2020-2022 we will be continuing our focus on Mental Health and Resilience, but we are looking to put further emphasis into the areas of Financial Wellbeing, Good Sleep (especially for our shift workers) and Physical wellbeing. In doing so we will work with our officers and staff, our external partners and the National Police Wellbeing Service thus providing quality wellbeing support services that are easy to access and fit for purpose.

“There has never been a more important time to focus on the wellbeing of our officers, staff and volunteers. The refreshed strategy and five strands help us to focus our efforts. I urge you to be proactive, link in with your Departmental or Divisional Wellbeing Leads and see what difference you can make to your own wellbeing as well as your colleagues.”



Lynette Shanks
Chief Superintendent and
Wellbeing Champion for
Surrey Police

“Our organisation has moved forward significantly in the last year in its quest to ensure that wellbeing is at the heart of all that we do. During this particularly challenging time, we need to ensure that we continue to look after our own wellbeing and that of our colleagues to maintain the fantastic service that we provide to our communities.”



Katy Woolford
Superintendent and
Wellbeing Champion
for Sussex Police

Context

Wellbeing is something that neither exists in its own right, nor is it a 'medical fix'. It is a function of other aspects of our personal and working life. The organisation expects each colleague to achieve a good standard of fitness to carry out their work duties and take **personal responsibility** to maintain a healthy lifestyle which complements the expected standard of fitness.

Our 2020-2022 Wellbeing Strategy and Action Plan is designed to support the business to help empower the workforce and raise awareness of the agreed key wellbeing themes for this new fiscal year and builds upon the successes of last year's 2019-2020 Wellbeing Strategy and Action Plan which delivered on all its set targets.

Why is wellbeing important?

When our workforce are feeling fit and well they work well, resulting in a good fit for the individual and for the organisation.

Research shows that if people feel well and valued in their workplace, they will be

more productive and engaged – therefore providing a better quality of service to the communities of Surrey and Sussex. This endorses the business need to prioritise and invest in colleagues wellbeing.

Our Wellbeing Vision

We (the organisation) will:	You (employees and volunteers) will:
Provide competent and compassionate leaders who actively support your wellbeing.	Look after your own wellbeing, as well as your physical and mental health.
Empower you to develop resilience and positive wellbeing – from initial training to retirement.	Where possible make every effort to attend any training you are offered in relation to wellbeing.
Listen to you and involve you in how we improve the things that affect your wellbeing.	Attend any wellbeing related debriefs or check-ups. These are provided for your benefit.
Promote a culture free from stigma and judgement so that you feel able to tell us when you are not ok.	Take action as soon as you have any concerns about your wellbeing, or that of your colleagues. Seek support from your line management in the first instance.
Provide you with a consistent, easy to access and high standard professional support.	Ensure your GP and/or other relevant medical professionals know that you are part of this organisation owing to the unique challenges of the emergency services.
Take a flexible approach to trying out different wellbeing initiatives, so we provide you with support that is shown to make a difference.	Challenge physical and mental health wellbeing stigma or discrimination wherever you see it.
Positively promote the value of varied wellbeing experiences and share best practice and lessons learnt across the organisation.	Have a positive approach to wellbeing, provide us constructive feedback on positive and negative experiences.

Strategic Aim

Provide wellbeing support mechanisms where people feel valued and can benefit in times of need. Ensure measures and an

evaluation framework are in place to capture usage/uptake and inform effectiveness of initiatives and services, where possible.

Strategic Objectives

- To focus on quality wellbeing initiatives rather than quantity;
- To focus on additional proactive measures and support alongside short-term reactive support;
- To not replace the NHS or the role of the GP in managing an individual's health and wellbeing, but will offer additional and tailored wellbeing support which reflects the specific challenges of policing;
- To equip our leaders and managers with the skills and tools to enable them to put the wellbeing of their officers, staff and volunteers at the heart of their role;
- To take opportunities to work in partnership with the NHS and other relevant organisations and utilise any external funding opportunities where possible;
- To continue to gather feedback from employees and look at learning from other organisations to continually analyse and reassess our wellbeing priorities;
- To ensure relevant evaluation frameworks are in place to capture effectiveness of services and initiatives.

Our approach to wellbeing

Surrey Police and Sussex Police are working closely with the National Police Wellbeing Service (Oscar Kilo – OK) to provide a nationally joined up wellbeing framework that enables us to focus investment and resource at evidence-based products and initiatives that are proven to work and be of benefit when needed.

Oscar Kilo branding means that there is a national standard of shared learning and best practice which all forces across the UK have been consulted on as well as other emergency services. One size of wellbeing

does not fit all, therefore we are committed as an organisation to listen to our colleagues, not be afraid to test new initiatives and continue to support the wellbeing needs of our diverse workforce.

The organisation will continue to promote 'fit for purpose' wellbeing support as well as working more closely with external partners to offer more proactive initiatives. You can have a say on the direction of future wellbeing support by contacting your local wellbeing rep who, in turn, will represent you at your forces wellbeing board.

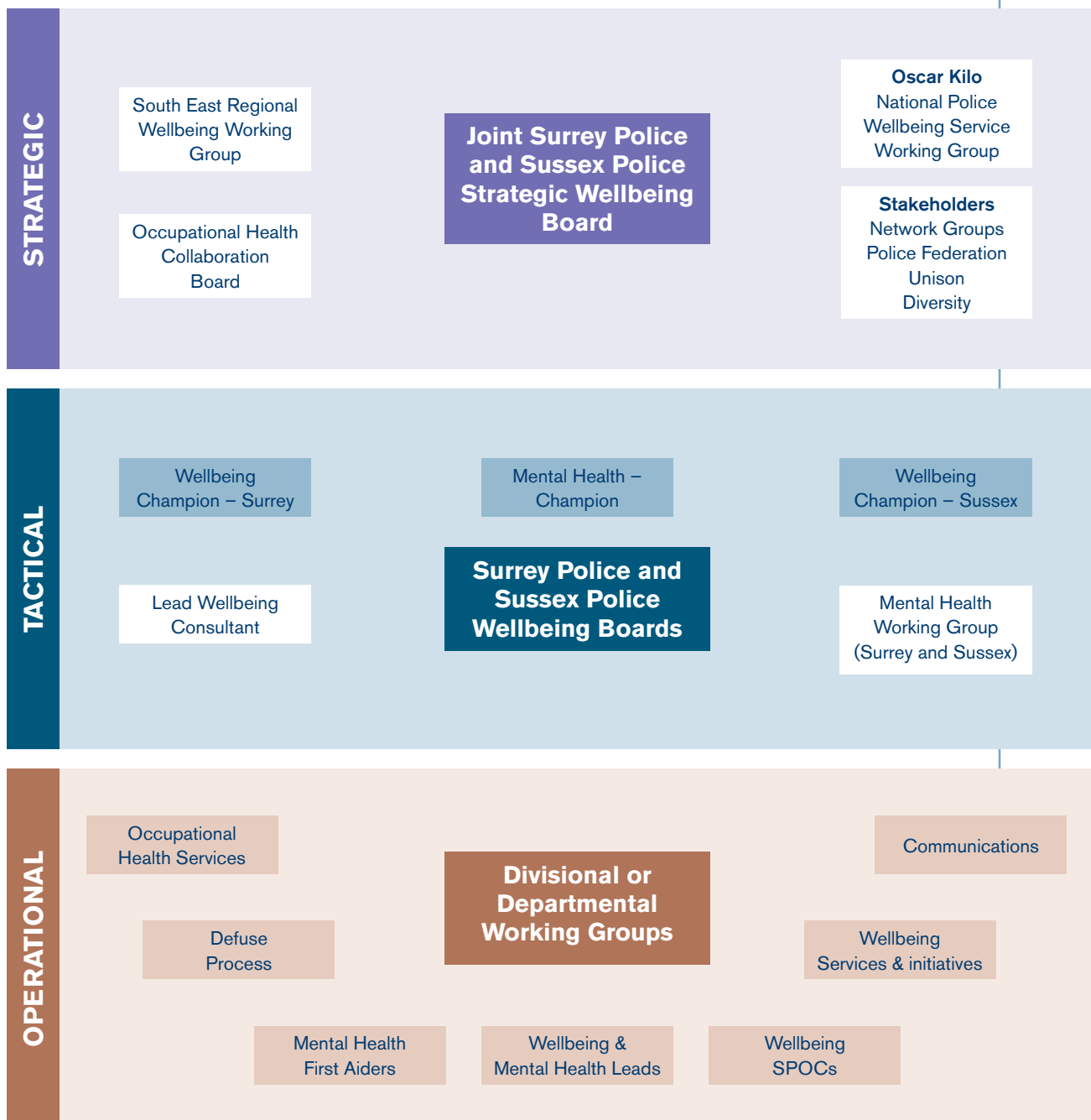
Wellbeing Governance

The organisation and governance of Wellbeing across Surrey Police and Sussex Police sits with the Strategic Wellbeing Board, which meets quarterly.

Informing this board are two force Wellbeing Working Groups (tactical), one in each force and run by force Wellbeing Champions. Local Wellbeing Leads and Single Point of Contacts (SPOCs) from different business areas represent their areas in wellbeing matters and report into these working groups.

Many departments run Wellbeing groups (operational) specific to their business areas, which inform the force Wellbeing Working Groups' (tactical) business.

All meetings/groups operate a two-way process of communication focussing upon main areas of wellbeing as well as local initiatives and sharing good practice. Each board or group has a Terms of Reference to outline responsibilities and reporting mechanisms.



This diagram represents how Wellbeing is structured, designed and implemented across both Surrey Police and Sussex Police.

The Foundation of the Strategy

Five Wellbeing Themes

In formulating this strategy the views of our workforce, as well as key organisational data (Management Information (MI), Occupational Health (OH), Employee Assistance Programme (EAP) and Police Mutual (PMAS)) have been instrumental. In particular, direct feedback from each local and force wide Wellbeing working groups has been critical.

The Strategic Wellbeing Board has defined the following areas of wellbeing to focus upon and as a basis to create initiatives and activities to improve the forces' wellbeing in 2020-2022:



These areas will inform [wellbeing initiatives](#) and be supported by other key areas of the business such as [Corporate Communications](#), on various advertising campaigns and activities.



1 Mental Health Wellbeing



- Sleep project
- National Demobilisation & Defuser Service
- Suicide Prevention Awareness
- Continued Professional Development for MHFAs & Defusers
- Workplace Strategy Coaching
- Bereavement, post-natal depression and Dementia awareness

2 Physical Wellbeing



- New one gym membership in Sussex Police
- Promotion of getting away from screens and walk / take a break campaigns
- Promotion of Sports & Social Associations together with sports clubs/leagues
- In-house fitness classes, yoga and others

3 Resilience



- Increased proactive support from Employee Assistance Programme (Optima)
- PERMA workshops
- National initiatives via Oscar Kilo (OK)
- Trauma Awareness presentations
- Spiritual Wellbeing support
- External resilience inputs from Unlock your Wellbeing and Professional Impact

4 Financial Wellbeing



- Launch of new financial services with Neyber, an external provider
- Christians Against Poverty services
- Police Mutual Assurance Services (PMAS) services
- Sussex Police Charitable Trust & Surrey Police Welfare Fund
- Financial info packs/signposting for new recruits

5 Workplace Wellbeing



- Surrey Police NARPO – welfare support
- Retirement Focus
- Wellbeing Screening Practitioners
- Dog Therapy visits
- Massages
- Local Wellbeing & You! events
- Cancer Awareness support
- Recruitment of a new multi-faith lead Chaplain

Wellbeing areas of focus

Wellbeing Services

- Refine our mechanisms to reflect the priorities of this strategy, designing and delivering quality monthly wellbeing services and initiatives rather than saturating the organisation.
- Dedicated Lead Wellbeing Consultant and seconded Police Sergeant to work closely with both Force Wellbeing Champions, Occupational Health and the Mental Health Working Group to increase visibility and ensure a consistent approach to wellbeing support is being offered across the organisation.
- Work closely with external partners such as PMAS, NHS, EAP, OK and leading wellbeing specialists to deliver award winning support.
- Promote and evaluate our wellbeing package and listen to feedback via the wellbeing working groups
- Engagement with Staff Networking Groups, such as, Well Together & Welfare Trust in Surrey Police and the Charitable Trust and Enable in Sussex Police as well as Federation and Unison, ensuring a joined up approach to wellbeing.
- Wellbeing horizon scanning to ensure the organisation is best placed at a national level.
- Direct wellbeing input with South East Regional Wellbeing Board and the National Police Wellbeing Service resulting in Surrey Police and Sussex Police being ahead of the curve with new ideas and piloting new training initiatives thus helping to shape the National Police Wellbeing landscape.
- Ongoing liaison with Learning and Professional Development to ensure that wellbeing initiatives are communicated as early as possible to new and existing colleagues through relevant training channels.



Mental Health Wellbeing

- Continued growth and promotion of our Mental Health First Aiders including arranging refresher training and Continued Professional Development opportunities.
- Supporting the Mental Health Working Group run by Sussex Police, but expanding to include and support Surrey Police enabling the organisation to manage their mental health wellbeing through proactive guidance and engagement.
- Greater collaboration with the National Police Wellbeing Service to roll out further evidence-based mental health mechanisms.
- Enhanced proactive support from our EAP provider, Optima Help, using detailed analysis to help identify trends and shape on going wellbeing support in both Surrey Police and Sussex Police.
- Oscar Kilo rebranding of Defuse process to Demobilisation and Defusing model and increase our pool of trained Defusers resulting in greater support across the organisation.
- Greater support and information to support colleagues experiencing bereavement either in their personal or work life.
- Focus on improving sleep especially with colleagues working shifts. Sleep working groups will feed into an external sleep specialist helping to identify key blockages to gaining good sleep and professional support and guidance.
- Workplace Strategy Coaching – Design of new coaching tools with a subject matter expert to help understand and improve neurodiversity issues. Video tutorials will be made available on the intranet to assist colleagues improve their own personal mental health wellbeing.

Physical Wellbeing

- Introducing Fitness Buddies across the organisation to help improve individual fitness and support colleagues taking part in the job related fitness test.
- Promotion of staff benefits including Cycle to Work scheme.
- Launch of new 'one' gym membership scheme in Sussex Police resulting in colleagues being able to access any Sussex Police gym location.
- Promotion of good nutrition with an emphasis on support for colleagues working shifts.
- Raise awareness of the Sports & Social Association and any internal fitness classes negotiating special introduction rates for new joiners.
- Liaising with internal sporting clubs exploring opportunities to hold internal matches creating friendly competition and helping to promote teamwork and acting as a good way to release stress.

Workplace Wellbeing

- Wellbeing focus for colleagues coming up to retirement. We will liaise with former colleagues from across both forces to understand wellbeing issues identified since leaving the organisation and support colleagues prior to retirement.
- Official launch of our Wellbeing Screening Practitioners who will conduct local mobile free health checks for colleagues focusing on BMI, blood pressure and cholesterol checks.
- Local Dog Therapy visits by Canine Concern in Sussex and Pets as Therapy in Surrey. Following positive feedback from last year's Wellbeing and You! event both charities return to help colleagues reduce stress and enjoy some quality with our four legged friends.
- Following the success of our 15 minute massages we aim to bring these back for more quality time in the massage chair. These will be rolled out across both forces with the masseuses visiting larger police sites.



- Local Wellbeing & You! events returning offering all colleagues the opportunity to enjoy quality wellbeing initiatives from a local police site across the organisation.
- Raising Cancer Awareness support and offering guidance direct from the NHS.
- Promotion of all Staffing Networks across Surrey Police and Sussex Police.
- Raising awareness of topical medical conditions providing guidance and support where necessary.

Resilience

- Supporting internal faith networks to help increase awareness of spiritual wellbeing offerings which in turn can support personal resilience.
- Providing Trauma Awareness and Suicide Prevention training workshops giving colleagues the opportunity to learn new skills when dealing with the public or for personal support.
- Work on a new version of the award winning Backup Buddy app providing wellbeing information 24/7.
- Liaising with external subject matter experts to provide a suite of resilience tools and guidance to be made available via the Wellbeing Hub and roll out workshops.
- Promotion of Oscar Kilo resilience products and webinars allowing colleagues to learn new skills via social media.
- Introduction of welfare support in Surrey Police from National Association of Retired Police Officers (NARPO). A pool of ex colleagues providing support to colleagues during their time of need.

Financial Wellbeing

- Introduction of Christians Against Poverty who provide free advice and counselling on debt management.
- Launch of new financial services with Neyber, an external market leader provider.
- Continued support and promotion of Police Mutual Assurance Services (PMAS) services including saving plans and ISA guidance.
- Working with both Sussex Police Charitable Trust & Surrey Police Welfare Fund to raise awareness of support available to all colleagues.
- Financial info packs/signposting for new recruits who join the organisation thus minimising risk of corruption.

Communicating Wellbeing

- Continued promotion and development of the Wellbeing Hub on the joint intranet which provides a one-stop landing site for all wellbeing support for the organisation, incorporating our key principles within this strategy.
- Embed wellbeing practices across the estates by installing new wellbeing boards where there are none and snap-back frames to aid promotional material, these will be coordinated by local wellbeing leads.
- Promote positive wellbeing news and share support and guidance via magazine articles on the front page of the intranet, such as, 'Wellbeing Wednesday'.
- Continued promotion and support of the Mental Health First Aiders, Buddy app, PMAS, MIndFit Cop and Police Care UK.
- Produce and promote Time to Think/ Talk sessions across the organisation including our friends across the Fire Rescue Services.
- A bespoke communications campaign regarding sleep, which was identified through the EOS as being a pressing concern for employees.
- The promotion of Workplace Strategy Coaching. This will be a new concept for both forces and will act as an initial support mechanism for colleagues struggling with poor Mental Health.
- Continued awareness raised for our EAP which is available for our staff and their families and offers various services such as a confidential helpline, hundreds of articles providing practical, impartial information and counselling.
- Promotion of the Police Chaplaincy multi-faith resource and the free confidential listening ear it provides to anyone who needs it, whether you are of faith or none.
- Comprehensive support and awareness to be designed and communicated effectively for colleagues coming up to retirement from the service.

NB: At the time of design of this strategy, the world is currently facing extremely challenging times with the Covid-19 crisis. Owing to national restrictions put in place our wellbeing calendar will feature on the Wellbeing Hub on the joint intranet as a real time piece of work. Once restrictions are lifted we will promote wellbeing event updates accordingly.

This Wellbeing Strategy has the flexibility to respond to the needs of the organisation and will be an 'organic' document reflecting identified priorities and emerging wellbeing issues or trends throughout 2020-22.



Wellbeing Hub

A collaborated **Surrey Police and Sussex Police**
internal initiative



Support

Wellbeing Hub

Visit the Wellbeing Hub on the front page of the intranet to access a range of wellbeing support initiatives and services.

Backup Buddy App

The free app provides vital support and signposting for mental health, as well as tips for supervisors and practical advice. Or see the website.

Help – Employee Assistance Programme (available 24/7)

Confidential, independent and unbiased information and guidance from a team of trained wellbeing and counselling practitioners.

Call 0800 731 8631

Website www.surreyandsussex.helpeap.com

MIND – Blue Light Programme

Call 0300 303 5999 **Text** 84999

Email bluelightinfo@mind.org.uk

Website www.mind.org.uk/bluelight

The National Police Wellbeing Service

Run by Oscar Kilo, sharing wellbeing best practice news and guidance from across emergency and blue light services.

Website www.oscarkilo.org.uk

Occupational Health

Occupational Health advice for work related or personal health problems that are having an impact on work performance is accessible via management referral.

Admin telephone (office hours) 01273 404424

Advice Line for Line Managers (office hours) 01483 631212

Email Occhealth@sussex.pnn.police.uk