WELLBEING STRATEGY

Recruiting our people

Leading our people

Looking after our people

Diversity in our people
Our commitment to you

Andy Marsh
Chief Constable
Avon & Somerset Constabulary

“We can provide the leadership, equipment and training to help create a professional and fair working environment in which you can develop, flourish and fulfil your potential.

“Work is such a significant part of our lives that it should also be enjoyable and sustainable, which is why I’ll be looking closely at how we can make changes - sometimes even little things can make all the difference in improving wellbeing and morale at work”

Strategy core principles:

• The Constabulary is committed to supporting, encouraging and enabling officers and staff to maintain a healthy balance between their work and other interests and responsibilities in their life.

• The Constabulary promotes wellbeing and supports the achievement of an appropriate work life balance.
Why is wellbeing important?

- The Constabulary is committed to supporting, encouraging and enabling officers and staff to maintain a healthy balance between their work and other interests and responsibilities in their life. We actively promote wellbeing to create the right environment and support the achievement of an appropriate work-life balance.
- Health, safety and wellbeing of staff directly contributes to the success of an organisation.
- It is an organisation’s duty of care to develop a culture and environment that fosters employee wellbeing and engages with our staff and officers.
- Our vision and values at Avon and Somerset Constabulary are integral to everything we do and to deliver these we need a highly skilled, motivated, engaged and healthy workforce.
- We acknowledge that officer and staff health, safety and wellbeing is a priority and will be delivered in an environment where staff are well managed, valued for their contribution and are developed within available resources.

This strategy is designed to bring existing wellbeing issues for officers and staff to the forefront, whilst seeking to create an organisational culture where negative wellbeing issues are identified, minimised and managed before they affect the wellbeing of officers and staff.

We want to build a reputation as an employer that champions the wellbeing of its officers and staff, and attracts and retains talent.
How will we do it?

We will have clear aims and objectives:
• To create a healthier workplace
• To lead by example on health and wellbeing at work
• To educate and equip managers to understand the importance of health, safety and wellbeing of their officers and staff
• To reduce absenteeism
• To increase motivation & engagement of officers & staff

We will:
• Support the retention of skilled and experienced officers and staff, monitoring attrition data and absence management data.
• Promote the health and wellbeing of all our people through policies, guidance, dedicated campaigns, training and appraisals.
• Achieve a fair balance between professional and personal life - monitoring, assessing and addressing current balance through line manager training, staff survey and other key performance indicators.
• Uphold the principles of fairness and equality.
How will we do it?

We will:

- Create a positive effect on personal and working relationships through the support of good leadership. Wellbeing is specifically included in our Leadership Workshop pilot for all 1st and 2nd line managers.
- Prevent illness through early intervention and access to comprehensive Occupational Health Services including forcewide introduction and embedding of TRiM (Trauma Risk Management) and access to an Employee Assistance Programme (Carefirst).
- Reduce absenteeism, sickness and stress through line management education, early intervention, monitoring and reporting on sickness absence data.
- Focus on the promotion of wellbeing and prevention of ill health related to work issues and advice.
- Report on sickness data and management.
- Promote good practice across the organisation through leadership workshop, intranet news and In the Know.
- Equip managers to understand the importance of safety, health and wellbeing of their staff.
- Prevent, so far as is practicable, those circumstances detrimental to mental health and wellbeing.
How will we do it?

We will:

- Make recommendations following consultation with staff on developments and improvements to the policy
- Ensure the promotion of the strategy throughout the organisation
- Provide support and guidance for individuals
- Produce and disseminate guidance notes to policies
- Ensure that wellbeing is integrated in day to day operations through review of all linked policies, processes and practices.

Key Service aims:

- Support staff with appropriate rapid interventions for muscular skeletal & psychological conditions
- Assist line managers in supporting staff with health conditions via the management referral process
- Provide services fit for a modern workforce with accessibility for all staff through a 24/7, 365 day a year Employee Assistance programme
- To minimise trauma related ill health by supporting a network of TRiM practitioners
- Help create an organisational culture where employee health and wellbeing is valued.
Who will we engage with?

**Force Chief Officer Group (senior managers) to:**
- Set an example of commitment and support for good physical health, mental health and wellbeing
- Support the development and effective implementation of relevant policies & procedures
- Promote access to occupational health and wellbeing and other advisory services
- Reporting on the status of wellbeing, including performance, activities, initiatives and opportunities
- Establish effective monitoring to evaluate the impact of the health and wellbeing programme
- Monitor the effectiveness of this strategy through annual reporting of KPIs including staff survey
- Ensure the necessary resources for managers to deliver the agreed strategy on reactive response, promotion of health and well-being activities.

**Line Managers to:**
- Set an example as role models by adopting and adhering to the agreed strategy principles
- Actively promoting the principles and behaviours contributing to positive staff and wellbeing
- Offer additional support where appropriate to members of staff experiencing risks to their wellbeing as a result of outside factors eg. bereavement or separation
- Ensure effective communication between management and staff particularly where there are organisational and procedural changes
- Ensure that bullying and harassment and discrimination are not tolerated
- Refer officers and staff to occupational health or counselling services
- Facilitate risk assessments relating to officers and staff wellbeing and implement agreed findings
- Ensure officers and staff are fully trained to discharge their duties
- Ensure officers and staff are provided with meaningful development opportunities
- Monitor workloads to ensure officers and staff are not overloaded
- Monitor working hours to ensure officers and staff are not over working and monitor holidays to ensure staff are taking their full entitlement
Who will we engage with?

Line Managers (continued):
• Attend relevant training as required, including management, mandatory training and health and safety training
• Ensure any potential wellbeing issues relating to officers and staff are communicated to a member of senior management team as soon as possible to secure appropriate advice and support
• Ensure effective measures are in place for monitoring all sickness absences for stress related absence
• Ensure absence patterns are monitored and anomalies are reported to senior management

Individuals to:
• Treat each member of staff with dignity and respect as an individual
• Take advantage of training and information sources
• Uphold confidentiality (wherever safety is not at risk)
• Recognise the limits to what they can do and seek advice at the earliest opportunity
• Share ideas for promoting health and well-being in the workplace
• Accept opportunities for occupational health review when recommended
• Raise issues of concern with their line manager, HR or a senior manager

Human Resources to:
• Promote Health and Wellbeing through its policies and procedures
• Establish effective monitoring processes to evaluate the impact of policy
• Make recommendations following consultation with staff on improvements to the policy
• Ensure the promotion of the strategy throughout the organisation
• Provide support and guidance for individuals
• Provide training to staff
• Ensure that wellbeing practices are integrated in to day to day operations
Who will we engage with?

**Occupational Health:**
- Delivery of the Occupational Health and Wellbeing services
- Ensure compliance with health and safety regulations
- Minimise and eliminate hazards
- Dealing with cases of drug and alcohol abuse
- Offering pre-employment health assessment
- Maintain relations with appropriate bodies and individuals
- Monitor the health of employees after an accident, illness and during and after pregnancy
- Manage clinic facilities, basic health checks and first aid
- Advise on medical severance and ill-health retirement
- Advise on ergonomic issues and workplace design
- Promote good health education programmes
- Promote healthy eating
- Monitor symptoms of work related stress
- Provide advice and counselling
- Work with special needs groups.

**Other stakeholders:**
- College of Policing – for guidance on policing best practice
- Health and wellbeing experts externally
- Other organisations for best practice and support on implementation of wellbeing.
How will we engage?

Adopting a framework around which to build our aims and objectives will provide a clear direction and a greater understanding of these objectives & aims.

There is no ‘one size fits all approach’ to design an effective employee wellbeing strategy, but the strategy should be based on the needs & characteristics of our workforce.
Where will we be at the end of 2016?

We will:

- have signed the National Workplace wellbeing Charter (Summer 2016)
- have benchmarked using the RobertsonCooper i-resilience questionnaire (1% of workforce) and staff survey
- Our people will be aware through clear promotion and signposting of all the occupational and wellbeing initiatives we offer
- have rolled out the Wellbeing Toolkit