

**Devon and Cornwall Police Authority Human Resources Committee
17 September 2008**

Open for the purposes of FOI
Report of Director of Human Resources

Wellness Management

Recommendation:

To note the plans for the introduction of a wellness management programme in Devon and Cornwall Constabulary and consider any further action required at this time.

Introduction / Summary

The well-being of the Constabulary's police officers and police staff is critical to the success of the force. The 2012 strategic vision envisages a workforce that is fully fit in all ways to meet the challenge of becoming a national top ten force. This incorporates a number of facets including workforce modernisation, process and structural changes, reducing sickness absence and levels of stress, and supporting officers and staff for the roles they perform. The aim of a wellness programme is to provide the tools and a vehicle to make this happen and underpin the attendance management programme.

The Police Authority staff survey also revealed a number of wellness and stress issues to be tackled. The introduction of a wellness management programme will go some way to addressing these issues.

The Force seeks to embed a wellness culture into the organisation. The first step is to carry out a wellness audit of the workforce to identify issues to be addressed. This will also provide a benchmark against which to measure future success.

Initial research has been carried out to determine the options for taking this forward. Procurement action is now being prepared to secure a wellness assessment process together with the intervention tools to deal with the results.

Background Information

The Force has researched the most effective way of applying a wellness management programme. During this time it is clear that other forces have embarked on wellness programmes. To date there are 15 forces involved in assessments around the single area of stress. These forces are focused on a single outcome, a stress audit.

It is considered that a stress audit alone, without the personal wellness profile, one-to-one coaching and the inspirational concept of developing the whole person at work and at home, will not achieve the desired results. A more holistic approach is necessary.

The Police Authority staff survey found 44% of staff were a dissatisfied employee of the Devon & Cornwall Constabulary, 39% of whom cited low morale as major factor. Whilst it is accepted there are many contributory factors to low morale, poor employee engagement is a block to improved performance. Wellness and stress are major factors affecting people's commitment at work. At anytime 3% to 5% of the workforce may be away from work, but a further 25% may be performing sub-optimally

while at work because of physical and mental strain. These costs can be much greater than for absence yet are rarely the subject of management scrutiny or action.

The broad timescales and associated estimated initial costs are:

Early in 2009 -

High Performance Review to include stress audit in single process for whole force	25k
Set up own wellness Zone (E-learning)	15k
Engagement sessions and Line Management briefings	8k

Later in 2009 -

Staff Skills Transfer to occur	25k
Wellness Coaches	20k
Wellness Reviewers	16k
Wellness Workshops – 1 st year	<u>16k</u>

Total 109k

The above costs will initiate the Wellness programme but to embed the process in our culture the following products are an example of on-going activity, at an annual cost of around £170k:

- Open access to wellness zone and all E-learning
- 100 team wellness reports
- 3 organisational reports
- 6 bespoke reports
- On-going accreditation on wellness network for 6500

Justification for such expenditure lies in the return on investment. Similar sized organisations have experienced significant increases in performance (up to 42%), with 78% of staff taking control of their work/life issues and customer satisfaction scores of 87%.

It is clear the Force can improve service, increase productivity and employee engagement, whilst reducing absence, unnecessary turnover of staff and stress. Most importantly, the successful delivery of the 2012 strategic vision hinges on making the right investment in the right area at the right time. Investment at this time in the wellness of the workforce will underpin future achievement of the vision.

The initial start up costs will be covered within existing budget provision. Future budget requirements will be informed by the extent of actions necessary to respond positively to the results of the initial wellness assessment.

Contact: for further information

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