



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

WELLBEING STRATEGY 2020-22

Report of Chief Fire Officer

Date: 28 February 2020

Purpose of Report:

To set out the Service's Wellbeing Strategy.

Recommendations:

That Members approve the Wellbeing Strategy 2020-22 to promote health, wellbeing and fitness as part of the Services commitment to its employees.

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1. BACKGROUND

- 1.1 Supporting employee health, fitness and wellbeing is a stated aim within the Service's Strategic Plan and forms part of the People Strategy. The Service has a long-standing commitment to maintain and enhance the health, wellbeing and fitness of its employees and has provided an in-house Occupational Health (OH) service for several years to support this aim.
- 1.2 The Occupational Health team is comprised of a OH and Fitness Manager who is a state registered nurse, a Fitness Advisor, an OH Promotion Officer and a part-time administrator. A Fitness Apprentice has also recently joined the team. The Service also contracts an OH Consultant who operates a clinic twice monthly and provides medical advice to the Service on more complex or long-term ill health referrals, as well as undertaking statutory medicals for operational employees.
- 1.3 The Service also provides complementary support through its Employee Assistance Programme, membership of the Simply Health Cash Back Plan for all its employees, physiotherapy and access to counselling via Relate.
- 1.4 The Wellbeing Strategy, attached as Appendix A to this report has been developed to set out in one place the Service's commitment to employee well-being and the support available to employees and to reiterate the importance of maintaining good physical, mental and emotional health to achieve an effective work-life balance.

2. REPORT

- 2.1 Wellbeing is a term which encompasses "a positive physical, social and mental state" and emphasises an integrated approach to looking after the whole person, as opposed to simply being physically healthy. There is robust evidence that health, work and wellbeing are closely connected and that if these are not in balance that this can lead to a mis-alignment that may lead to physical or mental illness.
- 2.2 A focus on well-being should ensure that employees are better able to deal with issues at work or in their personal life and in turn this benefits the individual, their colleagues, the Service and the wider public. The business case for investing in wellbeing is a more productive, healthy workforce with reduced absence rates and higher levels of morale.
- 2.3 The Wellbeing Strategy has been developed by the OH and Fitness Manager covering 4 priority areas: mental wellness, fitness for role, healthy lifestyle and communication/engagement.
- 2.4 In terms of **mental health**, the Service provides access to counselling through Relate, Simply Health and via the Employee Assistance Programme (Life & Progress). The Firefighters Charity also provides mental health

support and employees who are experiencing more severe mental health issues can be referred for specialist trauma support.

- 2.5 Prevention and early intervention is often the most effective way of reducing the progression of mental ill health conditions and information is available to enable self-help through on-line questionnaires and web-based platforms such as the Resilient Me Blue Light site, which will be rolled out in the New Year.
- 2.6 The Service also supports a Peer Support programme, facilitating a network of trained employees who can offer non-clinical social support to individuals or groups who may be experiencing psychological/emotional concerns or distress. Talking through issues in a non-judgemental and confidential environment can help to provide perspective and prevent problems escalating into ill health.
- 2.7 There is also an established approach to dealing with post-Incident support which is centred on group debriefing and defusing, which is put in place following potentially traumatic events. This is undertaken at station level and an overview taken by the OH team, supported by peer support facilitators, to identify immediate or post-occurring symptoms of distress that may require further support or intervention.
- 2.8 One of the primary roles for the OH function is to ensure that employees are **fit for role** by undertaking health surveillance, supporting those who are returning from illness or injury, implementing workplace adjustments where required, and providing professional advice to managers.
- 2.9 By reviewing absence and referral information, the Service has identified that musculo-skeletal injury and mental health are primary reasons for long-term absence and focus is therefore given to prevention activities to reduce the likelihood of such injury or illness in the workplace.
- 2.10 Work is currently being progressed to review the likely impacts of an ageing workforce on health, fitness and wellbeing so that the Service can seek to address these, for example, by providing advice on maintaining a healthy lifestyle and developing policy around managing the menopause or other age-related conditions.
- 2.11 The promotion of a **healthy lifestyle** is integral to health promotion work undertaken by the Fitness Advisor and a healthy lifestyle programme has recently been rolled out to address the importance of physical activity and nutrition. There is a comprehensive programme of support to promote core fitness and a network of Physical Training Instructors on each station supports this on a day-to-day basis. Promotion of specific health topics is undertaken by the OH Support Officer through the MyNet Health and Wellbeing site, and are linked in to specific events to tie in with national health promotion campaigns.

- 2.12 The key to embedding a culture which supports wellbeing is the effectiveness of **communication** which engages and informs the workforce. The strategy sets out ways in which this will be achieved and full use will be made of the various channels by which information can be shared. This includes regular emails to staff, articles in the newsletter, MyNet information, leaflets, social media, presentations at engagement events and contact visits to all sites.
- 2.13 Ahead of the launch of the Strategy the OH team continue to deliver a roadshow across all stations, Headquarters and Service Development Centre to promote the work being undertaken to maintain health, fitness and wellbeing and highlight the provisions available to employees. This also included the opportunity to undertake an individual health assessment, stress risk assessment and a mental health questionnaire. Feedback from employees has been very positive, particularly from on-call staff and it is intended that these visits will continue to take place throughout 2020.
- 2.14 The health, fitness and wellbeing provision provided to NFRS employees is of a high quality, as acknowledged by the attainment of the Employer Wellbeing Gold Award in 2018, and the publication of this Wellbeing Strategy will ensure that all our employees are informed about the support available to them, and the ways in which they can improve their own lifestyle choices.
- 2.15 Developing a Well-being strategy will also address an area for improvement following Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) inspection and therefore the strategy will be shared with the Service' Liaison Officer to ensure that it is in line with HMICFRS expectations.

3. FINANCIAL IMPLICATIONS

Funding for the services referenced within the Wellbeing Strategy is already built into the Occupational Health budget.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

The importance of supporting employee well-being is a central tenet of the Service's People Strategy and reflects the commitment to support the physical, mental and emotional health of NFRS employees.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken as the well-being strategy does not represent a change to policy or service delivery. However, the provisions set out within the strategy are person-centred and support offered by the service considers individual needs, including any adjustments which can be put in place to support individuals in the workplace to maintain their physical, mental or emotional health.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

Maintaining effective employee support, and promoting healthy lifestyle practices, is a factor in reducing the likelihood of long-term absence and enhancing the well-being and performance of employees in the workplace. Early intervention and guidance to maintain good physical and mental health can help to mitigate the escalation of conditions and the provisions within the Strategy are designed to offer this support and guidance.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

That Members approve the Wellbeing Strategy 2020-22 to promote health, wellbeing and fitness as part of the Services commitment to its employees.

11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Wellbeing Strategy

2020-2022



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The success of our Wellbeing Strategy will be measured in a variety of ways to ensure it remains appropriate for any challenges and changes faced by employees of NFRS.





Wellbeing at NFRS

This Wellbeing Strategy is designed to support the wellbeing of all employees. A wellbeing strategy does not just benefit individuals but also raises levels of employee engagement helping to create a workforce where everyone is committed to achieving organisational success. Focusing on employee wellbeing will help NFRS to achieve our vision of “Creating Safer Communities” across Nottinghamshire.

Our wellbeing strategy is aligned with the latest NFRS Strategic Plan, launched in April 2019, highlighting how it intends to meet the Fire and Rescue National Framework for England. The plan is underpinned by three strategic aims which are reflected in this strategy:



High quality services:

“Whether it is our operational crews working in the community or responding to an incident, or our support staff working in different functions across our Service, we strive to make sure that the service we provide is of the best possible quality.”

In order to make this possible, we are absolutely committed to supporting our people in achieving optimal wellbeing to be able to meet the demands of a modern and diverse fire and rescue service.

Engaged and motivated workforce:

“Our people are at the heart of what we do, and ensuring their engagement and motivation strengthens the service that we provide to you. Communicating to our staff in the most effective way possible ensures that we are working as one team across NFRS. We make sure that all our people are supported through their career by providing training and development, providing accessible wellbeing services and offering support for our employee’s needs.”

Strong governance and financial sustainability:

Our workforce is our biggest asset and healthy employees are central to delivering our Service’s Strategic Plan. Focusing on wellbeing is not only essential in creating a healthier, happier, more motivated workforce but also has other benefits for the Service including:

- Reduced absence and injuries
- Greater effectiveness with increased productivity
- Reduced staff turnover, maintaining skills and knowledge within the Service and as a result reduced recruitment costs

This strategy has also been developed to support the NFRS People Strategy, with a focus on ***“Developing and maintaining a healthy workforce”***. The service is ***“committed to providing the highest standards of workplace safety and support for our employees and place the health, safety and well-being of our workforce at the very top of our agenda.”***



Introduction

What is Wellbeing?

'A positive physical, social and mental state; it is not just the absence of pain, discomfort and incapacity. It requires that basic needs are met, that individuals have a sense of purpose and that they feel able to achieve important personal goals and participate in society. It is enhanced by conditions that include supportive personal relationships, strong and inclusive communities, good health, financial and personal security, rewarding employment, and a healthy and attractive environment' (DEFRA 2010)

Why is Wellbeing at work important for individuals?

Wellbeing matters to everyone. We want to stay healthy, feeling both physically and mentally well. There is evidence to support that health, work and wellbeing are closely connected. For all age groups, work generally makes people healthier and helps those who have a health problem to improve.

Most of us spend the biggest proportion of our lives at work and for many, work is how we define ourselves. It is where we gain a sense of satisfaction as well as achievement and being happy in our work has a very positive effect on our overall wellbeing.

Why is Wellbeing at work important for NFRS?

NFRS is committed to supporting employees with improving their wellbeing and to achieve a good balance between work and other interests and responsibilities. We already offer a wide range of services to help employees in maintaining healthy lifestyles. This strategy has been developed with the aim that these support activities are focused under a framework which optimises take up and maximises the mutual benefits to employees and the Service.



How will we do it?

Commitment

Improving our wellbeing throughout the service requires us to work as one team with commitment from both the organisation and the employee.

NFRS will:



- Deliver outcomes that matter to our people and take responsibility for improving health and wellbeing.
- Listen to and involve our people in any improvements.
- Ensure that wellbeing sits at the core of what we do.
- Monitor our wellbeing initiatives continually to provide the best possible service.
- Be committed to removing the stigma previously attached to mental health.
- Actively support physical and psychological health & wellbeing.
- Clearly communicate and signpost the services we provide.

NFRS asks our people to:

- Look after their mental and physical wellbeing.
- Be proactive if they have any wellbeing concerns.
- Encourage a working environment where everyone can speak freely about mental health without fear of prejudice.
- Provide feedback on where the Service can do better and what we are doing well.



Policies and Practice

Effective policies and good practices are essential in maintaining and developing a healthy workplace. NFRS recognises the connection between the control of health risks, the health of employees and the overall success of the service.



We will aim to make a positive impact on the health of our employees, and in turn the health of the Service, by not only remaining compliant with all relevant legislation and industry standards, but also by:

- developing excellent policies and best practices that support the wellbeing of all employees
- setting clear expectations about wellbeing
- contributing to a workplace that protects employee wellbeing and promotes a positive working environment.

The OH and fitness team will review internal policies and procedures with the intention of including all aspects of wellbeing, making them more accessible and user friendly, placing employees at the heart of what we do. Further information on our policies is available on our Health and Wellbeing MyNet page.

In an environment where teamwork is central and where we value collaboration, we will work closely with other areas of the Service, as well as blue light and other non-emergency services partners to:

- offer relevant expertise
- increase awareness of positive health actions
- embrace difference.

Our Values

Keeping in mind our four core values - **Being open to change**, **Working as one team**, **Being professional**, and **Valuing and respecting others**, will also help to ensure that wellbeing becomes part of everyday thinking at NFRS.



The core aspects of Wellbeing at NFRS



At NFRS we provide a range of opportunities, interventions and support to all employees, to drive the development of a fulfilled, healthy and motivated workforce.

To achieve this, we ensure that employees feel safe and secure. The NFRS working environment is a positive one, which promotes both a healthy body and mind.

Employees are treated fairly and appropriately regardless of age, gender or gender identity, ethnic origin, disability, sexual orientation, religion, ability, job role or work patterns.

This strategy will ensure that wellbeing is at the forefront and helps create a culture where all health issues can be identified and managed. By working together across all areas of NFRS, building on underpinning research and evidence-based knowledge, will ensure a great wellbeing culture throughout our service.

Mental Wellness



Communication



Fitness for Role



Healthy Lifestyle



The strategy focusses on four core aspects above, which all directly impact on each other, to further develop a culture of sustainable wellbeing throughout NFRS. We are creating and embedding a network of employees who are passionate about wellbeing to foster a supportive environment across NFRS. We are ensuring governance, bringing together key stakeholders across the Service, is in place to make our strategy a success.



Mental Wellness

NFRS proactively supports our people to maintain good mental health and encourage early action to manage any issues that may arise. We already have online toolkits available and e-learning modules, such as managing stress but we will continue to add resources. Our aim is that employees and managers can seek information when they most need it.

We provide a range of information resources on topics including bereavement, resilience, trauma and suicide, amongst others so that employees can seek support in a way that is most comfortable for them and at a time that is convenient.

We will continue to ensure that up-to-date information on mental health is accessible to all increasing awareness of potential issues along with the relevant self-management steps where available. We are developing a network of ambassadors who will have both the confidence and knowledge to listen to colleagues reporting concerns and signpost them to appropriate help.

Our Peer Support provides an informal system of non-clinical social support which enables individuals or groups to explore and process areas of psychological/emotional concerns or distress in a safe and confidential environment. It is available to all our people as an alternative option to, or before accessing other formal routes. The content of every peer support session will be kept strictly confidential.



**Life &
Progress**

**Employee Assistance
Programme**

We will continue to promote our Employee Assistance Programme (EAP) to employees along with other support routes such as:

- Resilient Me Blue Light
- The Fire Fighters Charity
- Relate



NFRS is actively involved with Time to Change, to help remove mental health stigma and improve attitudes towards mental health problems. We aim to nurture a culture where people feel able to talk as openly about their mental health as they would their physical health.



Mental Wellness – What we plan to do

Awareness and Promotion

Incorporate at least 3 national mental health awareness campaigns into our annual health promotion calendar.

Relaunch # Resilient Me – Blue Light resource and encourage participation.

Keep employees updated on the development of mental health support through The Fire Fighters Charity.

Ensure all locations have up-to-date information on support routes available to seek further help with common mental health issues.

Organisational Input

Increase awareness in new supervisory line management:

- Training through external training provider
- Develop and launch E-learning stress module.

Develop a network of ambassadors who will be able to signpost colleagues for help.

Work with Relate on specific rebranding for our Service to be more appealing to our people.

Develop and implement a programme to offer mindfulness across the Service on an individual basis and evaluate whether this is something that could be progressed to team delivery.

How will we know we are successful?



Short-term Outcome Measures

Positive feedback from employees after promotion events.

A greater awareness amongst employees of The Fire Fighters Charity mental health support.

Data from # Resilient Me – Blue Light detailing interest, participation and completion of programme.

Data from EAP, Relate and peer support, showing increased engagement.

A reduction in short-term and long-term absence in relation to common mental health issues.

Long-term Outcome Measures

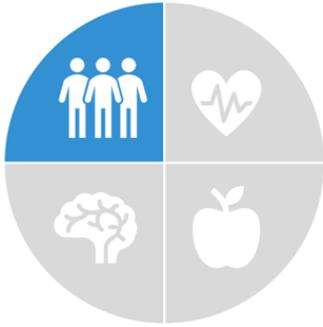
Reduction in the number of referrals to OH for common mental health issues.

Earlier management referrals in cases where mental health issues have a persistent impact on performance.

Reduced number of employees being considered for ill-health retirement with mental health conditions.

Reduced number of employees being considered for ill-health capability with mental health conditions.

(National FRS absence data 2018-2019 indicates common mental health issues accounted for lost time of 20% for WDS, 15% for on-call and 27% for support staff)



Communication



At NFRS, we currently provide a wide range of services to support wellbeing but our people may not always be aware of what we do. Through our desire to continuously improve the way we deliver our wellbeing message, a focus on improved communication is included within the core aspects of this strategy. We have excellent support mechanisms available for those wishing to improve and maintain their own wellbeing, however, it is essential we promote these

more effectively to encourage engagement.

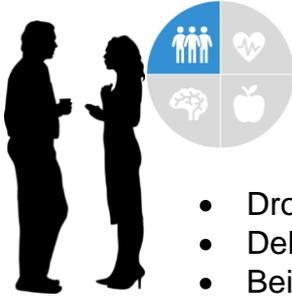
Our strategy will be reflected on our Health and Wellbeing intranet page, enabling access to health promotion messages, self-help tools and signposting for support both internally and external to NFRS. It is already a great place for our management teams to seek help when trying to support team members with difficulties but we aim to improve the user experience.

In addition, this core aspect reflects the aim of the NFRS Digital Strategy which **“will facilitate a connected workforce”** and enable **“our people to have access to the right information, on the right device, at the right time”**. We will use technology to help reach our people in the most relevant ways for them, including:

- Email newsletters
- Social media
- Apps for mobile devices

For our people who are less comfortable with the latest technology, we will ensure our messages are delivered in more traditional methods such as:

- Wellbeing notice boards
- Hardcopy leaflets or letters if required



However, in this technological era, we should not forget how important making time to talk is. Over the next 2 years, the OH and fitness team will be delivering information in the following ways:

- Dropping into stations and offices for coffee and a chat
- Delivering some of our services on station where appropriate
- Being involved in internal and external conferences to deliver workshops on wellbeing
- Going on “Tour” for periods of time to offer wellbeing information to as many of our people as we can.

We feel that excellent communication across all areas of the Service is a vital part of a positive wellbeing culture where our people are keen to engage.

Communication – What we plan to do

Organisational Input
<p>Develop new ways to reach employees, which work better for them</p> <ul style="list-style-type: none"> • Traditional methods: <ul style="list-style-type: none"> • Quarterly Wellbeing newsletter (email subscription) • Regular Fitness newsletter (email subscription) • Refresh existing wellbeing notice boards • Install new noticeboards where there are none at location. • Digital and social media: <ul style="list-style-type: none"> • Create a Facebook / Twitter account available across multiple platforms • Introduce relevant Mobile apps • Revamp MyNet Health & Wellbeing intranet page to reflect core aspects.

How will we know we are successful?



Outcome Measures
<p>Positive feedback from employees and management about the ease of access to information.</p> <p>Increased suggestions for ongoing campaigns, improvements in methods of sharing information and what is important to employees in all roles.</p> <p>Organisational survey results which indicate a greater awareness of wellbeing support and activities.</p> <p>An increase in passionate people coming forward to volunteer and assist in future initiatives</p>



Fitness for Role

Work is good for us!

The maintenance of health is the responsibility of the individual but in the workplace this responsibility is shared with the employer. The function of the OH and fitness team is to consider the influence of the employee's state of health on their ability to perform their role and the effects of the working environment on their health.

We aim to identify and remove barriers in returning to work for those who are absent, restoring normality for the employee as soon as possible. We do this by:



- Assessing if employees are fit for work and suggesting modifications where appropriate.
- Advising on plans to help employees to return to their normal duties after illness.
- Promoting active participation in wellbeing activities.
- Informing employees about sources of support and advice.
- Undertaking statutory health surveillance where necessary.
- Supporting line managers.

Wellbeing is a key influencer on an employee being able to perform their role. We need to ensure employees can think clearly and react safely, under pressure at times, together with the physical health and fitness to carry out their work. We will encourage employees to take responsibility for improving their own health by providing the support, tools and opportunity needed.

Over the last few years, it has become evident that the demographics of the UK workforce is changing, with people having to work longer and NFRS is no different. An ageing workforce, whilst offering experience and knowledge, also brings some challenges related to health and wellbeing. It is essential that we consider how best to support our employees who may be affected by physical and mental health changes. For example:

- Programmes to prevent age-related musculo-skeletal concerns
- Advice for gender specific issues such as the menopause
- How to support employees with cognitive deterioration or a diagnosis of dementia





Fitness for Role – What we plan to do

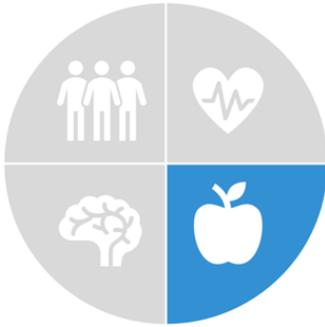
Organisational Input
<p>Review current health standards considering:</p> <ul style="list-style-type: none"> • National requirements • Best practices • The use of vocational tests where appropriate • Changing model of physiotherapy provision to be more accessible to our people <p>Review current fitness standards considering:</p> <ul style="list-style-type: none"> • Strength and conditioning support to maintain national requirements • Develop E-learning training material for PTI competencies • Develop 2nd part of healthy lifestyle course aimed specifically at rehabilitation and self-help tools “In a nutshell”

How will we know we are successful?



Short-term Outcome Measures	Long-term Outcome Measures
<p>Smoother recruitment process with less delay due to medical and fitness concerns for potential recruits</p> <p>Demonstrate that safety has not been compromised by undertaking task-related and job-relevant equivalent tests when necessary</p> <p>Data from physiotherapy provider, showing increased engagement with service and reduced period of ill-health / injury effect</p> <p>All NFRS PTIs to be assessed competent to support individuals and undertake fitness testing</p> <p>A reduction in short-term and long-term absence in relation to musculo-skeletal issues</p>	<p>Employees remaining active in role despite potential age-related deterioration due to improved accountability for health and fitness</p> <p>Earlier management referrals in cases where physical health issues or reduced fitness or strength have a persistent impact on performance</p> <p>Reduced number of employees being considered for ill-health retirement with physical health conditions</p> <p>Reduced number of employees being considered for ill-health capability with physical health conditions</p>

(National FRS absence data 2018-2019 indicates musculo-skeletal issues accounted for lost time of 38% for WDS, 45% for on-call and 19% for support staff)



Healthy Lifestyle

We promote healthy lifestyle behaviours, supported by public health messages, in the form of online resources and workshops. The key to making successful lifestyle change is having the tools to be able to implement that change whilst making it sustainable. Often, we know what we need to be doing but struggle to make it happen. A healthy lifestyle course has been designed by our Fitness Advisor to address the importance of physical activity and nutrition, and is available to everyone.

Embedding workplace health promotion will help to support and encourage health behaviour change for specific issues such as the menopause and pregnancy as well as aid optimum recovery from illness or injury.

Often, the latest fad for fitness can cause confusion or even be unsafe, whereas a



training programme should motivate an individual, meet their needs and be something they enjoy. Our Fitness Advisor, working alongside passionate employees, Physical Training Instructors and external physiotherapists, will continue to provide support and interventions that focus on improving the physical health of all employees. Our evidence-based programmes encompass fitness components such as flexibility, balance, strength and cardiovascular

conditioning. They promote many benefits including improved fitness, strength, functional mobility, reducing risk of injury and helping the individual reach their full potential.

A programme of exercise classes (Pilates & circuits) is now being rolled out at several locations, expanding to meet increasing enthusiasm from our people. We are delivering a programme of strength and conditioning, available to all, no matter where their starting point is. We believe that this proactive approach, will not only help to reduce the likelihood of injuries occurring but also help to delay the progression of chronic conditions related to the natural ageing process.



Let's not forget the importance of developing good routines, including sleep and rest. We provide advice about sleep hygiene on our Health and Wellbeing intranet page.

We also recognise the impact that social and financial wellbeing has on an individual's general wellbeing and support to help people manage with difficult situations can be found through our EAP provider as well as the Firefighter Charity.



Healthy Lifestyle – What we plan to do

Awareness and Promotion
Incorporate at least 3 national lifestyle awareness campaigns into our annual health promotion calendar
Keep employees updated with current and emerging lifestyle trends

Organisational Input
Regular classes / sessions: <ul style="list-style-type: none"> HQ fitness classes Support station PTIs with operational fitness sessions
New / developing support options: <ul style="list-style-type: none"> Run healthy lifestyle workshops at HQ Develop video training material for employees to follow at their own pace

How will we know we are successful?



Short-term Outcome Measures
Positive feedback from employees after promotion events
A greater awareness amongst employees of lifestyle trends
Data from classes and sessions noting interest, participation and completion of programmes
Positive feedback from PTIs after operational fitness sessions
Data from access of video and online resources
A reduction in short-term and long-term absence in relation to lifestyle-related issues and chronic health conditions

Long-term Outcome Measures
Employees remaining active in role despite potential age-related deterioration due to improved accountability for general health
Earlier management referrals in cases where general health issues have a persistent impact on performance
Reduced number of employees being considered for ill-health retirement with general health conditions
Reduced number of employees being considered for ill-health capability with general health conditions

(National FRS absence data 2018-2019 indicates health issues [not including mental health or musculoskeletal] accounted for lost time of 42% for WDS, 40% for on-call and 54% for support staff)

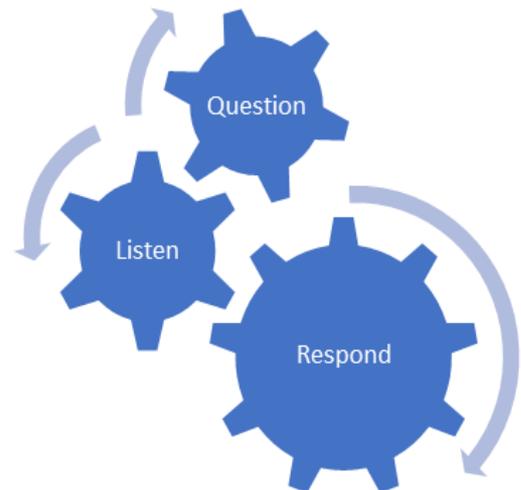
Does it work?

The success of our Wellbeing Strategy will be measured in several different ways as mentioned in the previous sections to ensure it remains appropriate for any changes and challenges faced by our people at NFRS.

It is important to ensure that at regular intervals all activities conducted as part of this strategy, through the four core aspects, are monitored to ensure we understand the value they add and to ensure that they are meeting the needs of the Service.

This will include an analysis of:

- Performance of contract / usage rates of service providers.
- The nature of external health referrals and their outcomes.
- (Cash plan, physiotherapy, EAP, additional counselling).
- Absence figures.
- (key reasons for absence; duration of absence - short / long term).
- Employees undertaking modified duties
- Feedback from staff – reported via informal feedback following OH, fitness or wellbeing input.
- Staff satisfaction and engagement levels through NFRS surveys or focus groups.



Using this analysis, we will be able to shape our future strategies ensuring that Wellbeing remains a top priority as our Service adapts to meet any potential challenges ahead.

