

# Report for Fire and Rescue Services To Undertake A Wellbeing Gap Analysis

Briefing written by Nottingham Trent University as part of Mapping the Health and Wellbeing Across the Firefighting Career and Assessing the Current Demands project

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## Details

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## Thank you

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## Gap Analysis Summary

This briefing uses the findings of the sector wide health and wellbeing research to develop a series of service level questions to support you when you are reviewing your health and wellbeing offer. These 21 questions provide each Service with an indicative assessment of their health and wellbeing offer to all staff and volunteers and will help to outline where there may be gaps to explore. This framework is not intended to be a comprehensive audit but will support you to consider the key questions.

These questions are derived from a synthesis of the results from a research project undertaken by Nottingham Trent University and commissioned by the National Fire Chiefs Council, Fire Fighters Charity with support from the Home Office to map health and wellbeing across the Fire and Rescue Sector (FRS).

The project aimed to develop the first synthesised evidence-base to create a health and wellbeing strategy for the sector that combines the current academic literature and perspectives from staff via a national survey. Both these aspects of the project were then stress tested with three distinct stakeholder groups over the course of a set of facilitated workshops. These groups were implementation and strategy leads from the fire sector, and wellbeing portfolio holders from other sectors.

Recommendations and key priorities for the next sector wide health and wellbeing strategy were developed from this work and can be found in the reports listed below. Access to the full report [\*Mapping the Health and Wellbeing Across the Firefighting Career and Assessing the Current Demands\*](#) and strategy document [\*Key Priorities for the Next Fire and Rescue Health and Wellbeing Strategy\*](#) can be found online. This framework should be considered in light of the detail shared in the reports listed above to support services to design and implement support that is evidence informed and connected to wider sector offers.

## Gap Analysis Framework

To support your organisation to consider the key questions relating to health and wellbeing this briefing has been designed as a framework checklist to support you to identify areas of activity and gaps in your offer. This framework should help you as an illustrative question set to review your services health and wellbeing offer.

Question Number	Key Questions	Yes / No / Unsure
1	Is wellbeing a priority area throughout your service?	
2	Are your organisation's policies and practices designed to support leaders and managers to prioritise health and wellbeing throughout all the organisation's activities?	
3	Are your organisation's policies designed to deliver a health promotion approach to health and wellbeing, rather than a biomedical approach (see the appropriate report sections for further detail)?	
4	Are your organisation's policies designed to deliver a holistic approach to health and wellbeing?	
5	Is there a comprehensive system in place to triage needs from any staff member regarding their experience, be it operational or not, to a pathway that is an evidence-based intervention or support offer?	
6	<p>Does your organisation's packages of support and policies take account of all three different sources of stressor;</p> <ul style="list-style-type: none"> <li>• general life stressors</li> <li>• fire and rescue service stressors</li> <li>• role specific stressors</li> </ul>	
7	<p>Does your organisational approach to health and wellbeing account for the six main clusters of careers within the FRS:</p> <ul style="list-style-type: none"> <li>• non-operational senior managers/directors,</li> <li>• professional services staff,</li> <li>• control staff,</li> <li>• middle and senior leaders,</li> <li>• on-call operational firefighters,</li> <li>• full-time operational firefighters</li> </ul>	
8	<p>Does your organisation's packages of support differentiate depending on the stage of an employee's career, and therefore include different responses of:</p> <ul style="list-style-type: none"> <li>• pre-recruitment,</li> <li>• fire and rescue service recruitment,</li> <li>• integrating into the leadership team,</li> <li>• role maintenance,</li> <li>• promotion,</li> <li>• internal/ organisational challenges,</li> <li>• changes to leadership team through promotions/retirement,</li> <li>• training,</li> <li>• adapting to the shift pattern,</li> <li>• adapting to leadership,</li> <li>• flexi-duty system or PO rota,</li> <li>• internal/organisational challenges,</li> <li>• changes to leadership team through promotions/retirement, and</li> <li>• retirement or leaving the role.</li> </ul>	

Question Number	Key Questions	Yes / No / Unsure
9	Does your organisation take account of specific support and the need for awareness raising and targeted support for each cluster?	
10	<p>Does your organisation have policies and practices in place to support health and wellbeing during an individual's transition into the sector during recruitment, promotion and training, and transition out of the sector through career change or into retirement? Does this cover all role types such as:</p> <ul style="list-style-type: none"> <li>• volunteer,</li> <li>• on-call, full-time,</li> <li>• control,</li> <li>• direct entrants, and</li> <li>• the flexi -duty promotion system?</li> </ul>	
11	<p>Does your organisation provide resource packs including:</p> <ul style="list-style-type: none"> <li>• health promotion messaging to the staff and their families educating them about the typical transition points,</li> <li>• possible areas of strain including: <ul style="list-style-type: none"> <li>◦ the transition to new rota/ shift systems,</li> <li>◦ different experiences and ways of coping with incident exposure,</li> <li>◦ different challenges of managing home and work life balance due to shifts/rota</li> </ul> </li> <li>• clear pathways to support, which could be as simple as highlighting the service and charities pathways.</li> </ul>	
12	Does your organisation have structured mechanisms in place to support personal development and role maintenance such as an endorsed, quality assured coaching offer?	
13	Does your organisation measure, track and review health and wellbeing indicators around messaging and uptake of services?	
14	Are your organisation's health and wellbeing packages of support designed as opt-out and inclusive?	
15	Does your organisation include both prevention and interventions including employee assistance programs, peer and social support, recruitment and retirement support, offers to support role transitions and role maintenance and contain specific trauma support programmes?	
16	Do your organisations packages of support include a mixed economy of support that is independent, professionally trained and confidential?	
17	Does your organisation recognise deep diversity; diversity within visible and nonvisible characteristics such as attitudes, values, and religious beliefs, in the employee-led interventions?	
18	Does your organisation have resources and policies in place to support employees to observe if the general trends in their usual ways of how they feel, operate, and move through challenging times changes or feels different to their normal levels of operating?	
19	Does your organisation have resources and policies to increase emotional literacy across your staff?	
20	Do your organisation's packages of support include a broad range of different approaches such as EAPs, peer support, critical incident stress management (CISM), trauma risk management (TRiM), and other approaches and interventions?	
21	Is your organisation aware of and make use of support across the sector, including mutual aid and the offer from the Fire Fighters Charity and Lifelines Scotland?	

## Concluding summary

This briefing has been intended for services to map the gap between their current offer and the evidence base available in the main report. Individual services will offer slightly different support offers but all FRS staff and volunteers have access to the Fire Fighters Charity alongside services available within their local community and their service. The offer of support from the charity is available to all green and grey book staff, and their dependents, including those retired from fire service employment. The charity is there to support individuals and services. Their offer is bespoke to each fire service. They also offer whole-family interventions or respite as well as a helpline and MyFFC which is an online support tool to help those enquiring about support to navigate to the right source of support.

There will be arrange of services and processes (both formal and informal) to support individuals within your service for staff to manage their wellbeing.

This briefing has been intended to offer a fire and rescue service level understanding of their wellbeing offer compared to the evidence base. [\*Mapping the Health and Wellbeing Across the Firefighting Career and Assessing the Current Demands\*](#) has been created to start a sector wide discussion about enhancing the health and wellbeing offer for everyone.

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