

HMFSI MENTAL HEALTH AND WELLBEING SUPPORT IN THE SFRS - ACTION PLAN

Updated	Next Update	Committee Update (PC)
Oct-24	Feb-25	Dec-24

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	BRAG	Evidence
The new Mental Health Strategy should continue to be aspirational in that it offer for staff should be broad, but it also must be achievable and robust. The strategy should be subject to SMART assessment, action plans for achieving outcomes should be considered in advance of its publication. Adequate resources should be in place to support the strategy intentions.	1	Develop Wellbeing Framework and supporting action plan(s) that focus on a preventative and responsive approach to support the wider physical and mental wellbeing agenda	Sandra Haig	Jun-25	N/A	Not Started	28 October 2024: Commencement of this work has been deferred due to other emerging wellbeing risks and priorities. A plan is being developed to address these and a revised date will be considered as part of this plan in due course. This action has not yet started due to work commitments, however, has been marked green as it will progress as planned to the original due date.	0%		Green	Wellbeing survey results Benchmark nationally through NFCC and collaboration with tri-services Strategy document, action plan and completed governance
The SFRS should consider the nomination of a Corporate Mental Health and Wellbeing Champion for the Service. The Champion should be of a sufficiently senior level to be able to direct action and ensure that appropriate oversight and governance is put in place to allow them to scrutinise progress against the next Strategy and any associated action plans.	2	Define the scope of the Corporate Mental Wellbeing Champion clearly stating the differences between the Champion role and the Wellbeing Executive Lead; identify methods to provide the workforce with opportunities to engage with the Champion.	Sandra Haig	Dec-24	N/A	Complete	28 October 2024: The Deputy Chief Officer has taken on the role of Corporate Wellbeing Champion and is now a standing member of the Mental Health and Wellbeing Group (MHWG). Engagement with communications colleagues regarding raising awareness and the profile of the role is currently ongoing. Visibility of our corporate champions is now in place, including a video which was published to SFRS employees with direct messages on the importance of employee wellbeing. A video has also been developed to promote the Fire Fighters Charity event in September. A promotional banner has been provided for use at wellbeing events and roadshows. This action has been marked blue and is now complete.	100%	Aug-24	Blue	Promotion of Corporate Champion video and implementation approach agreed. DCO as Corporate Champion now a standing member of MHWG. Promotional material developed for use in wellbeing promotional activity.
The Board of SFRS should assess if they are fully scrutinising progress of Mental Health outcomes against the aspirations of the Mental Health Strategy. Governance routes up to Board level should be reinvigorated and formalised to ensure scrutiny, oversight and transparent accountability are in place.	3	Carry out a review of the Mental Health and Wellbeing Group Terms of Reference to align with revised SFRS governance arrangements. Agree the format and methods of scrutiny and reporting of progress on the SFRS Mental Wellbeing Action Plan and decisions of the Mental Health and Wellbeing Group with the SFRS People Committee.	Lyndsey Gaja	Sep-24	Jul-25	In Progress	28 October 2024: Annual review of the Terms of Reference has been approved by Mental Health and Wellbeing Group (MHWG) in line with the revised SFRS governance arrangements. A review of future People indicators and reporting is currently being carried out with the People Committee as part of the SFRS Performance Management Framework, and this will inform any future approach. A revised due date of Jul-25 has been proposed to align with the first reporting period of new Performance Management Framework (PMF). The annual review of the Terms of Reference did not give any further consideration at this stage to scrutiny and reporting to the People Committee and the intention is that this would be considered in the review of how and what the People Directorate reports on from 2025/26. This action has been marked red due to the change in original timescale. [Proposed new due date from Sep-24 to Jun-25 to align action with the Performance Management Framework reporting]	0%		Red	Revised Terms of Reference approved by Mental Health and Wellbeing Group Approval from People Committee on format of reporting Formalised reporting model Revised performance indicators
The Service should consider the most appropriate way that it can offer professional support for its Mental Wellbeing Champions. This support should include appropriate processes to track any interventions work of Champions, debriefing and evaluation of interventions and reflective supervision and support.	5	Review model of professional support to ensure appropriate interventions are being implemented, ensuring that the integrity of the service and support provided remains uncompromised and that collation of data complies with General Data Protection Regulation (GDPR) requirements.	Geri Thomson / Sandra Haig	Dec-24	TBC	In Progress	Five engagement sessions were held in January & February 2024 covering an overview of various resources, including Wellbeing and Inclusion, Musculoskeletal (MSK), Exercise and the Post Incident Support Process (PISP)/Rivers Centre, and attended by 36 champions. Feedback from these sessions will help inform further events. Further sessions are scheduled to take place in May and June 2024 covering Firefighter Charity, Scottish Men's Shed Association and Breathing Space. Also, separate Continued Professional Development (CPD) sessions provided by the Firefighters Charity will be delivered July 2024. Supplementary communications have been issued to identify additional volunteers to the programme, aiming to focus on areas where there may be gaps in provision. 28 October 2024: Feedback has been collated from the range of sessions provided to Champions and this has been used to inform the support provided. A survey has been carried out to consider what support Champions need from SFRS and results have informed new arrangements which are being put in place. Monthly joint engagement sessions are in place with the Wellbeing Team to provide support, with access to clinicians when required. A Microsoft Teams channel is now in place to enable reach into Wellbeing and for peer support. A monthly newsletter is in place providing further information and support to aid further development. Three Veteran Champions are in place to provide specific support for current and former serving employees. The induction programme has been reviewed and updated. An on call dedicated SharePoint site includes dedicated information to support champions. The remaining part of the action is to consider how we collate data and information on types of interventions and the level of support provided. Commencement of this work has been deferred due to other emerging wellbeing risks and priorities, however, a plan is being developed to address these and a revised date may be considered as part of this plan in due course. This action is in progress and has been marked amber due to the possible slippage in timescales as a result of work being undertaken to conclude the action.	70%		Amber	Completion of evaluation of the Wellbeing Champion programme since inception that includes a benchmarking exercise. Presentation of paper to MHWG on 2023 Wellbeing Champion survey that includes recommendations.

Awareness of the Mental Wellbeing Champion (MWC) role within the SFRS should be raised. The Mental Wellbeing Champion approach taken to date should be reviewed and robust governance put in place to capture and analyse the work that they do and demonstrate its value. Their ongoing work should be subject to review to ensure outcomes.	6.1	Further promote and build further awareness of Mental Wellbeing Champions across the Service	Geri Thomson / Sandra Haig	Dec-24	N/A	Complete	28 October 2024: Mental Health Champions now play a pivotal role in leading local initiatives and are an integral part of the network of support available and to promote and support events. A number of roadshows and development events are now being led and supported by Champions with Wellbeing acting as support rather than lead. Further communications have been issued to promote the role as part of mental health awareness week and supplementary communications were issued to identify additional volunteers to the programme, aiming to focus on areas where there may be gaps in provision. As the role is now well established it is proposed that this work becomes business as usual and action closed. It is proposed that, for the purposes of the recommendation within the HMFSI report, this action is closed with work being undertaken as Business as Usual (BaU). This action has been marked blue and is now complete.	100%	Aug-24	Blue	Evaluation report and action plan presented to Mental Health and Wellbeing Group (MHWG)
	6.2	Embed peer support arrangements for Mental Wellbeing Champions to share good practice and promote events and activities	Geri Thomson / Sandra Haig	Dec-24	N/A	Complete	28 October 2024: Update included in action 5 and 6.1. Propose action closed as now business as usual with any new arrangements captured in action 5. It is proposed that, for the purposes of the recommendation within the HMFSI report, this action is closed with work being undertaken as Business as Usual (BaU). This action has been marked blue and is now complete.	100%	Aug-24	Blue	
	6.3	Carry out a full evaluation of the Mental Wellbeing Champion programme to inform future improvements and changes to the SFRS mental wellbeing support model.	Geri Thomson / Sandra Haig	Dec-24	TBC	Not Started	28 October 2024: Commencement of this work has been deferred due to other emerging wellbeing risks and priorities. A plan is being developed to address these and a revised date will be considered as part of this plan in due course. This action has been marked amber due to the expected slip in timescales with work commencing in due course.	0%		Amber	
	6.4	Use outputs from evaluation to develop longer term actions to develop and sustain Mental Wellbeing Champion model.	Geri Thomson / Sandra Haig	Jun-25	TBC	Not Started	28 October 2024: Commencement of this work has been deferred due to other emerging wellbeing risks and priorities. A plan is being developed to address these and a revised date will be considered as part of this plan in due course. This action has been marked amber due to the expected slip in timescales with work commencing in due course.	0%		Amber	
The SFRS should review the adequacy of mental health training. The most appropriate delivery method should be considered for this training, face to face engagement on critical elements such as the Post Incident Support Procedure should be considered. Preparation for new roles upon promotion is essential, and mental health should be included within this.	7.1	Continue to progress the actions of the Mental Wellbeing Learning Resource Group to incorporate / integrate learning from Lifelines and future mental wellbeing and suicide prevention training into the employee lifecycle. This includes identifying requirements/opportunities to develop a programme from onboarding; induction; in development; in role; on promotion and through to retirement and also consider where face to face training maybe appropriate and achievable; whilst taking into account SFRS digital first principles.	Mental Wellbeing Learning Resource Group Chair (TBC)	Jun-25	N/A	In Progress	28 October 2024: A modularised programme has been developed and now implemented into the Wholetime Firefighter Induction Programme. 38 Facilitators have been trained to deliver the Lifelines content, however, a programme to ensure competency is still to be implemented and recommendations for an ongoing delivery model to be considered. This action is ongoing and has been marked green.	40%		Green	Learning Resources Matrix finalised and agreed by MHWG, specifying types and levels of training to be provided; stage in employment lifecycle and detailing specialist training for specific posts.
The SFRS should review the adequacy of mental health training. The most appropriate delivery method should be considered for this training, face to face engagement on critical elements such as the Post Incident Support Procedure should be considered. Preparation for new roles upon promotion is essential, and mental health should be included within this.	7.2	Develop and implement resources to signpost or provide support to candidates applying to join or move to other roles within SFRS	Jen Kidd/Anne Whyte	Dec-24	Mar-25	Not Started	28 October 2024: A large volume of campaigns and natural attrition within the Talent Acquisition team has meant that this piece of work has not progressed and a new due date of Mar-25 has been proposed. This action has been marked amber due to the slip in original timescale as a result of workload and resource constraints with a proposed new due date in place. <u>[Proposed amended due date from Dec-24 to Mar-25]</u>	0%		Amber	Supporting information and signposting available on SFRS internet and intranet
The SFRS should review the adequacy of mental health training. The most appropriate delivery method should be considered for this training, face to face engagement on critical elements such as the Post Incident Support Procedure should be considered. Preparation for new roles upon promotion is essential, and mental health should be included within this.	7.3	Review onboarding and induction resources and support, to provide a holistic approach between SFRS and partner organisations / charities	Jen Kidd/Anne Whyte	Mar-25	N/A	In Progress	28 October 2024: Talent Development and Corporate Governance are due to commence a review of induction materials across the Service in line with the Culture Development Group Sub-group action assigned. This action is in progress and has been marked green.	25%		Green	Induction process in place for all staff groups
The SFRS should review the adequacy of mental health training. The most appropriate delivery method should be considered for this training, face to face engagement on critical elements such as the Post Incident Support Procedure should be considered. Preparation for new roles upon promotion is essential, and mental health should be included within this.	7.4	Refine and implement resources as part of the Management Capability Development Framework in support of development of existing and aspiring managers ensuring a blended approach to delivery including face to face.	Jen Kidd/Mandy Harper	Dec-25	N/A	In Progress	28 October 2024: The Management Development Framework will roll out in October 2024; Days 2 & 3 are in the design stages and supporting deep dive and bitesize sessions will be considered to support this objective. A mapping exercise has been conducted to identify key areas for integration across our current systems. This action is in progress and has been marked amber due to some slip in timescales.	25%		Amber	Management Capability Framework implemented, evaluated to inform improvements and embedded across SFRS
The SFRS should review the adequacy of mental health training. The most appropriate delivery method should be considered for this training, face to face engagement on critical elements such as the Post Incident Support Procedure should be considered. Preparation for new roles upon promotion is essential, and mental health should be included within this.	7.5	Identify and secure appropriate suicide prevention and crisis management training, learning resources and support to enable people in crisis to be supported	Mental Wellbeing Learning Resource Group Chair (TBC)	Mar-25	N/A	In Progress	28 October 2024: A learning resources matrix has been created containing range of modules available for delivery at appropriate stages throughout the employment lifecycle. Included in this are modules developed in support of suicide prevention and crisis management training and resources for those in crisis e.g. Lifelines modules: 5 (Talking about suicide), 6 (Post Trauma Support Understanding how trauma affects us), 7 (Psychological first aid) as well as the Scottish Government's Distress Brief Intervention and modules available from Public Health Scotland / National Education for Scotland. Also, Suicide First Aid training is now complete for Wellbeing team. This action is progressing and has been marked green.	40%		Green	Learning resources matrix embedded including suicide prevention modules

The SFRS should review the adequacy of mental health training. The most appropriate delivery method should be considered for this training, face to face engagement on critical elements such as the Post Incident Support Procedure should be considered. Preparation for new roles upon promotion is essential, and mental health should be included within this.	7.6	Collaborate with partners and stakeholders to implement appropriate training and resources to support volunteers and youth groups	Mental Wellbeing Learning Resource Group Chair (TBC)	Jun-25	N/A	In Progress	28 October 2024: Youth Volunteer Scheme National Officer attended the facilitators course and is working to identify anyone who is a wellbeing champion and a Youth Volunteer. Relevant resources have been identified regarding neurodiversity elements and resilience for young people (e.g. the impacts of social media). Basgoke courses are being provided to enable Youth Volunteer Instructors to deliver the Lifelines road trip to volunteers. This action is ongoing and has been marked green.	20%		Green	Learning resources matrix embedded including modules which can be used or adapted for young people
The SFRS should consider how best to involve the families in supporting the achievement of positive mental health of their employees and offering social support away from the work environment.	8.1	Develop resources to provide families with information on the role of the SFRS and the types of challenges that family members employed by SFRS may face and support available to them.	Geri Thomson / Sandra Haig	Apr-25	N/A	In Progress	28 October 2024: A draft version of family booklets has been considered, however capacity to progress has been impacted by other priorities. The current target date will be monitored and may be subject to change. Progress on this has been deferred due to other emerging wellbeing risks and priorities. A plan is being developed to address these and a revised date will be considered as part of this plan in due course. This action is ongoing and has been marked amber due to some slip in timescales.	20%		Amber	Resource finalised and published in various formats / platforms
The SFRS should consider how best to involve the families in supporting the achievement of positive mental health of their employees and offering social support away from the work environment.	8.2	Review whether a formal approach to delivering social events is required across SFRS in addition to local and national events delivered as Business as Usual (BaU) activity.	Geri Thomson / Sandra Haig	Dec-24	N/A	Complete	28 October 2024: All National and major events have been submitted to the Mental Health and Wellbeing Group (MHWG) for approval. Local events will continue to be run as Business as Usual (BaU). Major events delivered or planned for 2024 in conjunction with partners include the Dick Wedlock Annual Road Race, Fire Rox and the Santa Dash. This action has been marked blue and is now complete for the purposes of the HMFSI recommendation with it being identified that a formal approach to delivering social events is required across SFRS.	100%	Oct-24	Blue	Santa dash and summer events complete and evaluation carried out.
The SFRS should consider how it may better utilise the resources that The Fire Fighters Charity can offer in the pursuit of positive mental health for all its employees and their families. This should be done on a systematic basis that allows families to be informed of resources that may be available to them, and how they can support their loved ones who serve in the Service.	9.1	Identify and implement opportunities for families to access support from the Fire Fighters Charity and other SFRS partners	Greg Hastie / Comms and Engagement	Apr-25	N/A	In Progress	28 October 2024: There has been continued formal ongoing engagement with the Fire Fighters Charity through the SFRS / Firefighters Charity Committee Meeting and the establishment of Strategic Partnership Group. Regular engagement with the Fire Fighters Charity in being undertaken to obtain information on the support available to families. Delivery of this action will also be reliant on the progress of action 9.2 to improve a means of communicating with families. This action is progressing and has been marked as amber due to a co-dependence on action 9.2.	50%		Amber	Wellbeing and inclusion calendar of annual events. Annual evaluation of the calendar events to include FFC events.
The SFRS should consider how it may better utilise the resources that The Fire Fighters Charity can offer in the pursuit of positive mental health for all its employees and their families. This should be done on a systematic basis that allows families to be informed of resources that may be available to them, and how they can support their loved ones who serve in the Service.	9.2	Development and implement wider 'family' section of the SFRS website to enables access to resources and information to families and retired employees	Marysia Waters	Apr-25	N/A	In Progress	28 October 2024: The content for the family section of the website is being developed by the team at Lifelines. A meeting has been arranged with Lifelines and the Communications Department will continue to progress this. This action is ongoing with work having begun and has been marked green.	5%		Green	New page on SFRS website dedicated to families and retirees
The SFRS should consider how to best prepare its serving firefighters and support staff for life following their retirement from Service. These considerations should not be limited to financial planning but should also consider the social aspects of the change that retirement brings. They should consider collaboration opportunities within the fire sector to assist with this.	11	Establish a working group to further develop and implement the recommendations agreed by the Mental Health and Wellbeing Group on preparation for, and post retirement.	Robert Lennox	Mar-25	N/A	In Progress	28 October 2024: Further engagement has taken place to form a short life working group to take forward the recommendations of the approved retirement paper. Preparation of a draft action plan is in progress. Benchmarking with other organisations has commenced. Work has also commenced on a draft employee survey to consider employee views on the retirement framework content. The Fire Fighter Charity "Preparing to Retire Programme" has been implemented for SFRS employees. This action is progressing and has been marked as green.	20%		Green	Paper presented to MHWG in October 2023, around next steps to support transition to retirement and beyond. This paper contained recommendations to progress this piece of work and was approved. Initial scoping underway to
The Service should consider the most appropriate use of On Call drill night hours to ensure that appropriate access to essential information, including mental health and wellbeing resources, can be achieved.	13	Implement a pilot Wellbeing development event for On Call Support Watch Commanders to consider how further support can be provided to the wider On Call workforce	Les Mason / Mandy Ironside / Greg Hastie	Mar-25	N/A	In Progress	28 October 2024: An update is required to the pilot event. It has been determined that a month in the annual calendar is to be dedicated to On Call colleagues during 2025. This action is progressing and has been marked as amber due to slip in timescales however work is continuing to progress towards the original due date.	10%		Amber	Wellbeing development events implemented and evaluated for On Call Support Watch Commanders
The SFRS should consider a range of options to ensure that Post Incident Support Procedure questionnaires are returned following operational incidents, these should include options for mandatory returns.	16	Undertake an end to end review of the existing the Post Incident Support Policy to ensure it continues to meet SFRS needs. [note this action description relates to actions 16-20 inclusive] As part of this review, give consideration to options to promote the return of the 'POST INCIDENT SUPPORT: Promoting Resilience & Keeping Staff Well' questionnaires.	Justin Smithson	May-24	N/A	Complete	28 October 2024: Governance process is now complete, and the revised policy has now been published. Feedback has been positive to date with initial data demonstrating that numbers referred directly are showing upward trend. This action is now complete and has been marked blue.	100%	Oct-24	Blue	Task and finish group consisting of key stakeholders complete. draft PISP policy complete and commencing through governance.
The SFRS should consider the most effective means of raising awareness of the Post Incident Support Process (PISP) with a focus on the personal value for those within the operational roles of the Service. Following its consideration, awareness raising of the Post Incident Support Process (PISP) should be planned and delivered across the Service. The awareness raising approaches used should be up to and including face to face engagement with subject matter experts, uniformed personnel and possibly with those who would be prepared to share lived experience of the Post Incident Support Process (PISP).	17	Liaise with key internal and external stakeholders to develop, plan and implement a communications schedule to raise further awareness and promotion of the revised Post Incident Support Process (PISP) policy and procedure.	Justin Smithson	Dec-24	N/A	In Progress	28 October 2024: To coincide with the launch of the revised policy, communications have been put in place to support and promote. This has also been communicated to Champions to help promote and support them. Engagement event has been established to further promote with the aim to produce lived experience videos supported by colleagues with experience of Post Incident Support Process (PISP). This action is progressing and has been marked green.	80%		Green	Planned and scheduled programme of awareness raising events. Future learning resources group to consider programme of awareness through employee life cycle.

The SFRS should initiate a review of Post Incident Support Process (PISP) elements that relate to the Operations Control (OC). The procedure should be fully explained to Operation Control (OC) managers and staff via a bespoke communications plan for the Operations Controls. The Service should consider how the Post Incident Support Process (PISP) can be more systematic and less open to personal interpretation in its implementation within the Operations Control (OC) personnel group.	18	Review the Post Incident Support Process (PISP) policy and procedure end to end to expand and develop those components which relate to the role of the Operations Control (OC) staff group. This includes development and implementation of standard templates across all Operations Control (OCs) to ensure consistent communications across all Operations Control (OC) locations and teams.	Justin Smithson	Jan-24	N/A	Complete	28 October 2024: Engagement with key stakeholders in Operations Control (OC) is now complete and an agreed template has been established for consistency across all Operations Control (OC) areas. This has now been communicated and implemented across all Operations Controls by the Operational Control (OC) Policy Team. This action is now complete and has been marked blue.	100%	Jan-24	Blue	Standard template now in place and operational. Policy amended to reflect these changes. Communication plan implemented to include written guidance and face to face engagement.
The inclusion of Flexi-Duty Officers (FDOs) within the Post Incident Support Procedure should be more systematic with set criteria for them to be opted out only as a necessity. The aim should be to include Flexi Duty Officers (FDOs) within the support procedure following operational incidents, and for this to be tracked as appropriate.	19	As part of the review of the Post Incident Support Policy (PISP) and procedure, consider options and approaches to ensure the inclusion of Flexi-Duty Officers as standard when the PISP is triggered.	Justin Smithson	Jan-24	N/A	Complete	28 October 2024: Policy reviewed and end to end to ensure process is inclusive to all staff groups. Reference to Flexi Duty Officers (FDOs) explicit in inclusion in Post Incident Support Policy (PISP) process when initiated. Professional discussions between SFRS Wellbeing and NHS Rivers Centre, agree there is no clinical justification or organisational benefit for Flexi Duty Officers (FDOs) to be opted out. It was agreed that a programme of raising awareness is the appropriate approach to assist with increasing return rates in this staff group. This action is now complete and has been marked blue.	100%	Feb-24	Blue	Policy amended and specifies that initiation of PISP process should include details of all flexi duty officers in attendance at incident
We note the new monthly contact from the Health and Wellbeing team to their Fire Investigation (FI) colleagues. Given the relatively low levels of Post Incident Support Procedure returns within the SFRS, and the potential impact upon the mental health of the Fire Investigation (FI) team, the SFRS should consider making the completed return of Fire Investigation (FI) questionnaires mandatory for the role. It also appears that the Fire Investigation (FI) team has had limited contact with professional support regarding the many traumatic incidents that they have attended over recent years. The SFRS should consider this, and how they may assess the potential impact of historical incidents on FI team members' mental health to date.	20	As part of the review of the Post Incident Support Policy, engage with the external service provider to consider options which promote the return of the questionnaires, increase the wellbeing support available for Fire Investigation (FI) staff, and any further support or interventions which may help address any potential impact from the cumulative impact of historical incidents in this staff group.	Justin Smithson	Jan-24	N/A	Complete	28 October 2024: Professional discussions between SFRS Wellbeing and NHS Rivers Centre, agree there is no clinical justification or organisational benefit to making these returns mandatory. It was agreed that a programme of raising awareness is the appropriate approach to assist with increasing return rates in this staff group. Work has been undertaken to strengthen the process to increase surveillance for Fire Investigation (FI) staff. Positive changes have been made to the process to include automatic issue of questionnaires every 3 months. Engagement sessions have been held hosted by Wellbeing and Rivers Centre to promote the role of Wellbeing support available from the Rivers Centre and the importance of Post Incident Support Process (PISP). All staff reminded of opportunity to attend the Lifelines programme of training. Mental Wellbeing Champion appointed within Fire Investigation (FI) to help engage with and support the wider team. This action is now complete and has been marked blue.	100%	Feb-24	Blue	Bespoke screening questionnaires are in place for Fire Investigation staff and a risk based approach to frequency of screening has been adopted.
The SFRS should consider the suitability of the governance arrangements for the Suicide Prevention subgroup. If it is considered that this group cannot achieve the outcomes that are set out within the Mental Health Strategy, then the Service should consider alternative arrangements to replace it. Any new arrangements should ideally be in place before the current subgroup is disbanded.	4	N/A	N/A	N/A	N/A	Cancelled					
The SFRS should consider if a formal role is appropriate for the Chaplaincy service within their mental health and wellbeing offer to personnel. Options to establish pastoral care across all of the Service Delivery Areas of the Service should be explored.	10	N/A	N/A	N/A	N/A	Cancelled	Memorandum of understanding in place for two Chaplains who currently provide services to SFRS, clearly outlining the role carried out				Mental Wellbeing Champion Evaluation Report Memorandum of understanding Wellbeing signposting literature
The Watch Commander (WC) role is critical within the Watch based system. They are often the first point of contact for mental health and/or wellbeing issues that may be affecting their Watch personnel. WCs are a trusted role within the Watch system, and they cover the majority of operational firefighters at work. The SFRS should consider how best to utilise the WC role and make them 'mental health advocates' to support the needs of operational firefighters on the Watch. Additionally, the Service should consider the training that would be required to ensure any advocates approach is robust. The mental health advocate role for WCs should be mandatory.	12	N/A	N/A	N/A	N/A	Cancelled	N/A				Completion of evaluation of the Wellbeing Champion programme since inception. Action plan from the future learning resource group.
The SFRS should monitor the potential mental health impacts of the hybrid working system. It should consider the impact upon managers who may need to spend additional time in the support of hybrid working team members.	14	N/A	N/A	N/A	N/A	Cancelled					Agile working framework Agile working survey LCMS Agile Working Module
The SFRS should consider all aspects of training that may be required for any new or novel operational interventions that may be required to be performed by its staff. These considerations should include aspects of any operational work that may have the potential to cause psychological trauma and negatively impact the mental health and wellbeing of responding firefighters. Mitigations and support should be developed and implemented if harms are identified.	15	N/A	N/A	N/A	N/A	Cancelled					