

HUMBERSIDE FIRE AND RESCUE SERVICE

People and Development

Welfare Officer Policy

Owner	Executive Director of People and Development		
Responsible Person	Head of Occupational Health and Wellbeing		
Date Written	July 2024		
Date of Last Review	July 2024		
Date of next review	July 2025		
EIA Completed	July 2024		









CONTENTS

- 1. Introduction
 - Core Code of Ethics
 - o National Guidance
- 2. Equality, Diversty and Inclusion
- 3. Aim and Objectives
- 4. Associated Documents
 - o **Equality Impact Assessment**
 - o Legal References
 - National Guidance
- 5. Responsibilities
- 6. Arrangements
- 7. Support for the Welfare Officer
- 8. Coordination of Welfare
- 9. Death of an Employee/ FA Member/ Union Representative

Appendix A: Welfare Contact Notification

Appendix B: Death in Service - Guidance Notes/Checklist

Appendix C: Support Routes

1. INTRODUCTION

Providing welfare support to staff in times of need is important and a responsibility Humberside Fire & Rescue Service (HFRS) takes very seriously. This not only benefits the individual, but also the organisation, by reducing anxiety and stress, improving employee engagement, aiding recovery, thereby reducing sickness absence. Therefore, HFRS is committed to supporting employees with the provision of the robust welfare arrangements detailed in this policy and is also committed to supporting former employees and their families; the details of which are also documented in this policy.

This policy outlines the welfare and support provisions that will be put in place during:

- A disciplinary case
- Ill health/personal problems
- The death of an employee
- The death of a retired employee

What is welfare?

'Welfare' means providing support to an individual or team to help them during a challenging situation either personally or professionally.

For example, it may involve:

- Signposting to external agencies that could help.
- Exploring internal types of support (e.g. modified duties, physiotherapy, referral to Occupational Health and Wellbeing (OH&W).
- Ensuring the health and safety of an individual is considered.
- Maintaining regular contact, whether in work or during sickness absence, to monitor the situation.
- Helping with facilitating attendance or return to work.

Welfare is not a replacement for the representative bodies, Human Resources (HR), or any external input e.g. medical or counselling, but rather it is an additional layer of support usually from the individual's line manager.

Providing welfare support to an individual is not about trying to 'cure', 'resolve' or 'do things for the individual'. It does not require being available 24/7 or breaking any boundaries that exist between the line manager/employee relationship. It is simply to ensure that more structured support is in place to help an individual through a challenging time and to ensure the organisation is doing all they can to help the individual within the boundaries and parameters of the role.

Core Code of Ethics

HFRS has adopted the Core Code of Ethics for Fire and Rescue Services. The Service is committed to the ethical principles of the Code and strives to apply them in all we do, therefore, those principles are reflected in this Policy.

National Guidance

Any National Guidance which has been adopted by HFRS, will be reflected in this Policy.

2. EQUALITY, DIVERSITY AND INCLUSION

HFRS has a legal responsibility under the Equality Act 2010, and a commitment, to ensure it does not discriminate either directly or indirectly in any of its functions and services or in its treatment of staff, in relation to race, sex, disability, sexual orientation, age, pregnancy and maternity, religion and belief, gender reassignment or marriage and civil partnership. It also has a duty to make reasonable adjustments for disabled applicants, employees and service users.

3. AIM AND OBJECTIVES

This policy sets out the expectations, parameters and considerations for all employees, dealing with the welfare of operational and non-operational staff.

4. ASSOCIATED DOCUMENTS

- Equality Impact Assessment
- Legal References

 There are no specific legislative requirements relevant to this policy.
- National Guidance Reference
 There is no specific National Guidance relevant to this policy.
- Critical Incident Stress Management Policy

5. RESPONSIBILITIES

Individuals Responsibilities

Individuals have a responsibility to the organisation to attend work and if they are unable to do so they need to maintain communication with the organisation so that welfare arrangements can be put in place to assist them. The individual should:

- Make their line manager, HR Service Partner (HRSP), or OH&W aware of any issues that may affect their ability to attend work or may require the assignment of a Welfare Officer.
- Acknowledge when support has been offered.
- Maintain contact with the Welfare Officer and update them on any issues which may affect their ability to attend work.

Group Managers/Head of Function

Group Managers (GM)/Head of Function (HoF) should:

- Ensure appropriate welfare support is in place for those within their District/Function.
- For major events, determine the appropriate level of welfare support depending on the circumstances. Note: this may range from the implementation of the Critical Incident Stress Management (CISM) process in accordance with the <u>CISM Policy</u> to specific welfare support due to the death

of a serving or retired colleague, Fire Authority Member or Union Representative.

Maintain welfare support co-ordinated through OH&W and HR.

Role of Occupational Health and Wellbeing Department

The OH&W team will provide support for any Welfare Officers (see Section 6) who are unsure of signposting options.

OH&W shall:

- Ensure additional support is provided for complex, long-term sickness cases.
- Ensure wellbeing support is available and co-ordinated for unforeseen events such as on-duty/in workplace death.
- Provide training for nominated Welfare Officers and general day to day support whilst they are performing the role.
- Provide confidential sickness and wellbeing support.
- Provide health surveillance, and Occupational Health Advisor support, physiotherapy and counselling.

Role of Human Resources Department

The HRSP will undertake a coordination role in the provision of welfare and will monitor and review the arrangements from time to time to ensure they are appropriate.

HR will:

- Coordinate the nomination of Welfare Officers to ensure workloads remain manageable.
- Ensure additional support is provided for complex, long-term cases.
- Ensure support is available and co-ordinated for unforeseen events such as on-duty/ in workplace death.
- Provide a confidential welfare log template (<u>see Appendix A</u>), which is also located <u>here</u>, for all Welfare Officers to record contact with individuals.
- Provide confidential sickness and wellbeing support.

6. ARRANGEMENTS

Circumstances when a Welfare Officer can be appointed.

A Welfare Officer can be assigned in the following cases:

- Disciplinary case.
- III Health/personal issues.
- Major incident, death or life-threatening injury of an operational employee at an incident, death or life-threatening injury to a third party occurring on or off Service property, as a result of an act or omission concerning the Service's undertaking or significant property damage.
- Death of a serving employee, Union Representative or Fire Authority member.
- Death of a retired employee, Union Representative or Fire Authority member.

- At any other time deemed appropriate by a line manager.
- When requested after a CISM debrief.

Welfare Officer Training

Level 1 Welfare will generally be performed by an individual's line manager. All HFRS staff with line management responsibility and above can provide welfare support to members of their team or may be asked to do so for other individuals occasionally. Training for Level 1 Welfare Officers is provided through pdrPro and explains how to advise on welfare support routes.

A select number of employees, both fire staff and operational staff, have received additional training to assist them in providing support during more complex cases. These individuals have been designated as Level 2 Welfare Officers. These officers are coordinated by HR to ensure workloads are managed and they are matched to those they are supporting. Additional training for advanced Welfare Officers is completed through an external provider and further guidance provided through OH&W.

Assignment of Welfare Officer during a Disciplinary Case

As a minimum, a Level 1 Welfare Officer will be offered by the HRSP or Investigating Officer. This will be communicated in writing to the individual under investigation with appropriate contact details. It is suggested that a secondary Level 1 Welfare Officer is also assigned to ensure consistency of support should the primary officer be absent.

In the case of operational staff, the relevant District Manager must be consulted.

Responsibilities of Welfare Officer during a Disciplinary Case

- Act as a point of contact between the person under investigation and HFRS.
- Make frequent (as agreed) contact with the individual to ensure any relevant support has been discussed, offered and that there is nothing further the Service can offer regarding support.
- Record all contact and attempted contact on the confidential Welfare Log (see Appendix A) which is held with HR.
- Offer support to the individual during the investigation.
- Signpost to further help if necessary.
- Take **no active part** in the investigation and under **no circumstances** offer advice that may compromise the Officer or the Service.
- Contact the OH&W clinical team if there are any concerns for the individual's safety or health throughout the disciplinary process.
- Take time to understand the information contained on the OH&W page and share relevant information with the individual.

Assignment of Welfare Officer for cases of III health/personal issues

Welfare should be a high priority for all managers to support staff and reduce overall absence levels. It is the responsibility of the line manager to provide Level 1 Welfare support to the individuals within their section/function/stations. It is recommended to

consider appointing a secondary Level 1 Welfare Officer to ensure consistency of support should the primary officer be absent.

For more complex cases the need for a Level 2 Welfare Officer should first be discussed with HR, who will appoint one if the case requires it.

Responsibilities of Welfare Officers during cases of III health/personal issues

- Act as a point of contact between the individual and HFRS.
- Make frequent (as agreed) contact with the individual to monitor the situation and ensure any relevant support has been discussed, offered and that there is nothing further the Service can offer in regard to support.
- Signpost to further help if necessary.
- Record all contact and attempted contact on the confidential Welfare Log here and return to HR.
- Contact OH&W clinical team if there are any concerns for the individual's safety or health.
- Facilitate the individual's attendance at work where appropriate.
- Take time to understand the information contained within the welfare support pack and share relevant information with the individual.
- Keep OH&W appraised of the case if needed.
- Seek assistance from OH&W if required.

The above support can be offered for cases of employees having personal issues both in and out of work.

7. Support for the Welfare Officer

The role of a Welfare Officer can, depending on the case, be difficult and challenging. Done well, it supports the individual in difficult times and shows them the Service genuinely cares about them. Done poorly, or not at all, it can send the exact opposite message. Detailed below is the support for both the Welfare Officers and individuals which shall be provided/coordinated by HR and OH&W:

- Fire staff with supervisory/line management responsibility/Watch Managers and above will receive Level 1 training in the role of the Welfare Officer. This will provide basic skills and information to support the officer in their role. Line managers should complete the Level 1 Welfare Officer course via pdrPro.
- Welfare logs template (<u>see Appendix A</u>) can be found via the OH&W
 SharePoint Page <u>here.</u> A number of managers, selected for their skills and attributes, have been trained as Level 2 Welfare Officers. In addition to the basic training they have received further training to equip them with the skills to deal with the more complex, difficult cases and receive on-going support from OH&W in this role.
- A Deputy Level 2 Welfare Officer may be assigned by HR in more complex cases, to assist and support the primary Level 2 Welfare Officer.
- Welfare support resources are available via the <u>OH&W Sharepoint page</u> to assist managers in dealing with welfare issues. This contains useful information on the services and support available, both internally and externally and should be used as required, dependent on the case.

- A confidential counselling service is available via the <u>CiC Employee</u> <u>Assistance Programme.</u>
- <u>The Fire Fighters Charity</u> offers numerous services that can benefit individuals who are receiving welfare support.

8. Co-ordination of Welfare

The HR and OH&W department will act as the central co-ordination points for welfare support; both departments will provide support to the individual and the Welfare Officers.

9. Death of an Employee/Fire Authority Member/Union Representative

The arrangements detailed in <u>Section 5</u> are concerned with the death or life-threatening injury of an employee.

Detailed below are the arrangements/considerations concerning the death of an employee whilst at work or whilst off duty.

Where the death occurs at work, Fire Control should be notified who will inform the following:

- Duty Principal Officer
- Duty Area Manager
- First Call Group Manager
- Head of OH&W
- Relevant District Manager / Head of Function

Depending on the circumstances of the death, a limited Multi Disciplined Team (MDT) may be established at the discretion of the CFO/DCFO/Duty AM.

MDT may consist of:

- Chief Fire Office (CFO)/Deputy Chief Fire Officer (DCFO)
- Nominated Executives/Executive Director
- Nominated Area Manager (AM)
- Head of Human Resources
- Head of Corporate Communication
- Head of OH&W
- Head of Health, Safety and Environment
- Head of Fleet & Estates
- Group Manager / Head of Function (the list isn't exhaustive - others may be seconded as required)

Responsibilities

MDT Meeting: will have oversight of the situation and act in a coordinating manner:

 CFO/DCFO will chair MDT Meeting and will liaise with Corporate Communication to communicate the passing of the individual to all HFRS staff

- and liaise with the Home Office to inform them of the death in service (If on Duty).
- Engage with Corporate Communication to confirm if any further messaging is needed.
- If this is a death at work, then the investigation into the circumstances will be coordinated by the Head of Health, Safety and Environment.
- Head of Finance will deal with practical arrangements relating to pay and pensions.
- Head of HR will deal with the practical arrangements around email addresses and scheduled meetings.
- Head of Corporate Communication will coordinate and advise on all internal and external communications on behalf of the MDT.
- Head of OH&W will implement and coordinate welfare support to relevant parties.
- Head of Estates will ensure a memorial plaque is arranged for the memorial garden.

Welfare Support Arrangements

The Service understands it is extremely difficult to detail a policy to cover every possible scenario/circumstance surrounding a death of an employee. Whether the death occurred at work or off duty, suddenly or due to a long illness.

In the immediate aftermath of the death occurring, the Head of Function should ensure welfare support and any other contact with staff, is coordinated through OH&W. To ensure people feel supported during a sensitive time, organising staff contact is paramount and the below are suggested steps to consider.

The Group Manager (GM)/Head of Function (HoF) will:

- Nominate a Level 1 Welfare Officer to provide welfare support for staff.
 Depending on the number of staff affected it may require more than one Welfare Officer.
- Arrange for Level 2 Welfare Officer support with HR to deal solely with supporting the next of kin and acting as a liaison between family and the Service.
- In addition, the GM/HoF will consider when and how the CFO/DCFO will contact staff who have been directly affected e.g. crew/team, for example to pass on condolences, whether via email or in-person.

Coordinating welfare

Once all Welfare Officers/any other persons are identified, GM/HoF should set up a meeting to discuss the approach and ensure a coordinated response. In the first instance, these are suggested steps and timeframes:

Agree on an appropriate time for the Welfare Officer(s) to attend the
workplace (where death occurs at work). Depending on the circumstances,
attending immediately may not be appropriate but, ideally look to meet staff
within the first 24 hours.

- If felt appropriate for the CFO/DCFO to have contact with staff, for example to pass on condolences, agree if this will be done via email or in person.
- If by email, this should be done after the initial welfare visit and can reference that the Welfare Officer has visited.
- If in person, it may be useful for the CFO/DCFO to go with the Welfare Officer
 on the first visit and speak to staff first, then hand over to the Welfare Officer.
 (This would be smoother than a separate visit, especially if other parties such
 as the Wellbeing Manager may also need to visit). This avoids multiple people
 visiting staff at different times, which can feel overwhelming.
- Once the time has been agreed for the initial Welfare visit, contact the relevant department/station to advise the manager that Welfare Officers and any other persons will be attending at the specified time so staff can expect them.

First welfare visit

The Welfare Officer visit should be conducted in a supportive manner, for example sitting in a less formal area.

It is appropriate for the Welfare Officers to ask how staff are, acknowledge the death of their colleague, and any shock or emotions staff may be experiencing. Welfare Officers need to be mindful that at this stage, staff may be in shock, feeling unsettled, or experiencing a range of emotions, all of which are normal responses. Sometimes the best thing to do is simply listen and allow staff some time to express how they are feeling before moving into a discussion about welfare needs.

Welfare Officers should discuss initial welfare needs with staff and seek their input as to what they feel would help. It is important to not make assumptions about support, as individuals react differently, and a 'one-size approach' is not always the right way to proceed.

Arranging further welfare support

A balance between supporting staff and letting them know that the Service is here to support them, and not overwhelming them with constant contact, needs to be found.

Discuss with staff as to what they need for example, do they need a few days to process the situation, with a second visit from the Welfare Officer thereafter? Would they like a further visit together again, or would any individuals prefer to speak privately to a Welfare Officer?

Agree any next steps with staff for example, returning the following week or contacting OH&W etc.

Keeping a record of welfare support:

Welfare Officers are expected to open Welfare Logs (see Appendix A) for the team/individuals to record any contact and agreed actions. They should also feed back to the HRSP to keep them informed.

Ending Welfare Support

It may be that the Welfare Officer only needs to meet the affected team/crew once or twice, though the important thing is to check at the end of each contact whether further contact is needed or not.

If all are happy to end Welfare Support, then the Welfare Officer should make a final entry into the Welfare Log to this affect, close the Welfare Log and inform the HRSP & GM/HoF.

If any member of the team/crew requires ongoing support on a 1:1 basis, the Welfare Officer should open an individual Welfare Log for those people and again, keep the GM/HoF informed.

OH&W input

Immediate OH&W input is not necessarily needed. It is normal for people to grieve and need some time to process the situation. Getting "back to normal" quickly in some cases could be the best thing for them as an individual.

However, if, following the initial visit, the Welfare Officer feels OH&W input may be needed, they should contact OH&W team to discuss the options of a management referral through OPAS - G2.

If the situation has been particularly distressing for staff, it may be appropriate to ask for a Critical Incident Stress Management (CISM) Practitioner or Wellbeing Manager to attend the workplace to speak with staff. These can be accessed by contacting the CISM Co-ordinators on cismcoordinator@humbersidefire.onmicrosoft.com or the Wellbeing Manager directly.

Where there has been a sudden death and there is the potential for colleagues to be suffering trauma, a follow up visit by the Wellbeing Manager may be appropriate; this could be 4-6 weeks after the event and gives staff time to process. This is a recognised and accepted practice, called "watchful waiting". However, OH&W will determine if this is needed and if so, can make these arrangements with any affected individuals. Thereafter, OH&W can continue to support if needed.

Wider arrangement:

HR should work with the GM/HoF/nominated Welfare Officer for the family/next of kin to ensure a coordinated approach.

It may be appropriate to consider allowing colleagues time off from work to visit a dying colleague. This could be appropriate when their health has deteriorated quickly/unexpectedly but would need to be balanced against staffing needs.

A decision as to the timeliness of deleting the employee's email account needs to be made. This can be a sensitive issue and will be dependent on the circumstances. This should be agreed between the GM/HoF and HR and would normally be in accordance with the Service retention schedules process of 90 days.

- Finance will liaise with Payroll in terms of the final payslip and any further financial matters.
- HR will liaise with their union (where they are a member) regarding any death benefits.
- HR will liaise with the Welfare Officer for family/next of kin where contact needs to be made.

The Welfare Officer for familyFfamily/next of kin should impart information to the family/next of kin sensitively.

A decision as to the timeliness of emptying the employees' personal belongings also needs to be made. This can be a sensitive issue and the Welfare Officer for the family/next of kin should discuss with the deceased employees' GM/HoF (as to who should do this and when).

Following the Death of Retired Employees

HR and Corporate Communication will confirm the details and then include the notification details in Siren. Retired staff can subscribe to receive updates from Siren if they choose. Details are then forwarded to the CFO's secretary who will make arrangements for a condolences letter to be sent to the family.

HR will also notify the respective GM from where the retired employee last served.

Due to the length of time this formal notification can take, the Service can be made aware of a death before this official notification. This could be via a post on the retired network social media platforms, or via a serving member of staff who is close to the family.

The respective GM/HoF should nominate an appropriate designated colleague (ADC) to liaise with the family and act as Welfare Officer and single point of contact with the Service.

Any appropriate designated colleague nominated by District should first liaise with HR to check if the family have already been contacted. The Welfare Officer should:

- Liaise with the family to establish their wishes. Establish if the family wish serving operational colleagues to attend the funeral wearing uniform and/or if a fire appliance be present.
- If attendance at the funeral is requested, contact with the funeral directors, via next of kin, should be made to obtain timings and discuss details.
- This information shall be used in the message to staff detailing the arrangements. Arrangements will usually be made to rendezvous with the funeral procession at or near to the crematorium/church entrance, where it will join the procession to form a guard of honour.
- If requested, the nearest engine to the funeral shall be requested.
- Permission should be sought from the GM/HoF whose engine will be attending and permission must be obtained from Fire Control to make it unavailable.

Occupational Health & Wellbeing Welfare Officer Policy

It would be advisable for the Welfare Officer to visit the family prior to the funeral to make sure they are still happy with fire service attendance and to confirm any last-minute arrangements.

If you require further guidance on this document, please contact Occupational Health and Wellbeing.

APPENDIX A: WELFARE CONTACT NOTIFICATION (SSC01a)

			the sickness wo lated?	rk	Yes / No
Employee's Full Name			Service No.		Location
				I	
Date of Welfare Contac	et:				
	'				
First Day of Sickness	:	Reason for Sickness:			
	l				
Welfare Contact Record	:				
			Ţ		
Line Manager Signature				Date:	
Line Manager Name				Service No:	
Date of Welfare Contact:					

APPENDIX B: DEATH IN SERVICE - GUIDANCE NOTES/CHECKLIST

Introduction

Sadly, from time to time an employee dies unexpectedly. It is important that the Service does as much as it can to support the employee's family and colleagues and tries to ensure that further upset is not caused to the family by corporate/individual actions or inaction.

The family will not initially be thinking about pay, finances, claiming rights, etc., and this is an area the Service can assist with in respect of employment related issues.

The checklist below is not exhaustive and will need to be reviewed according to individual circumstances but should assist as a general guide to key actions. A member of the HR Team should be allocated to oversee/co-ordinate the Human Resources aspects in conjunction with the Welfare Officer.

ACTION	TAKEN BY/ DATE	COMMENTS
Ensure Control have advised the Duty	DAIL	
Area Manager, and First Call Officer.		
Area Manager to become Co-ordinating		
Officer.		
Inform CFO, and Principal Officers as		
appropriate.		
Ensure Welfare Officer(s) appointed.		
Liaise with OH&W/HR.		
If appropriate, CFO to ensure Chair to		
Fire Authority is informed.		
Ensure information on next of kin		
(address/telephone numbers etc.) made		
available to Welfare Officer.		
Ensure Corporate Comms are aware so		
as they can manage both internal and		
external communications.		
If death in service is at an Operational		
incident, informing the Next of Kin should		
be in person, with the Police and Welfare Officer preferably in pairs and in a timely		
manner. CFO/DCFO to decide who		
informs family.		
Ensure relevant Line Manager is		
informed.		
Ensure that the relevant Station/ HoF is		
informed.		
Ensure that the watch, shift, station,		
department are informed, and brief		
information is passed on.		
If at work, death may need to be notified		
to HSE. If in doubt consult with HR &		
HS&E HoF.		
If death or life-threatening injury is not on		
duty, provide support to the family as		
soon as practicable.		
The CFO will send out a message to all		
stations/ depts. if deemed appropriate.		

Occupational Health & Wellbeing Welfare Officer Policy

Advise OH&W so they can offer support		
to family and colleagues.		
Advise the relevant Representative		
Bodies. They may have a payment		
scheme to assist dependents etc.		
All mail should be stopped to family and		
passed to senior manager/ Welfare		
Officer, e.g. general letters, training		
course details, sick pay letters, P60 etc. It		
can be very distressing for family to		
receive mail addressed to the		
deceased employee.		
Date / time of death needs to be		
established and at some point, a copy of		
the death certificate obtained (Note:		
Some actions need an original death		
certificate in due course) This is		
important for pay/pensions.		
Resource Management Team need to		
advise Payroll of the death. Payroll to be		
advised to send any mail to the Welfare		
Officer. Pay ceases at the end of the		
month of date of death.		
Investigate other pay/ Service-related		
issues, e.g. Car user allowances, lease		
car, training course fees. Discuss with		
ACFO & Finance for appropriate actions		
to take place.		
Check if employee was in any insurance		
scheme with us. It may be possible to		
start claim for family. (Some insurance		
can be time limited) Family can then		
progress if required.		
Ensure Pensions Officer advised of death.		
They will need a variety of information,		
e.g. date of death, next of kin, any family		
dependents, age of dependents, whether		
at school, etc. Pensions will also need to		
know who to write to about benefits		
payable. They will do this via the Welfare		
Officer. If a serving firefighter, HR and		
Pensions need to know whether the		
person is married, if they were living with		
a spouse at time of death as death grant		
would be payable to spouse. Senior		
manager and family liaison team should		
be advised of needs so they can ascertain		
from family at an appropriate time.		
Usually undertaken with HR Welfare team		
member.		
Liaise with Welfare Officer and Corporate		
Communication on funeral details.		
Inform Fire Authority of funeral details		
when appropriate.		
which appropriate.	l	

APPENDIX C: SUPPORT ROUTES

CIC Employee Assistance Programme

The Employee Assistance Programme 'CIC' is available to all employees.

This is a free 24/7, 365 days per year confidential support service for employees, offering a range of practical and wellbeing interventions, including psychological support and counselling.

The EAP is open 24 hours a day, 365 days a year.

Call: 0800 085 1376

Visit the on-line portal: <u>CIC Employee Assistance Programme</u>

Username: hfrslogin password: wellbeing

Fire Fighters Charity

National charity dedicated to supporting fire rescue personnel and family members including online wellness programs, psychological support and self-help tools.

Visit their website for more information: www.firefighterscharity.org.uk

Call for general support: 0800 389 8820

Monday to Friday 9am - 5pm

Call for Crisis Line: 0300 373 0896

Open 24/7

Occupational Health & Wellbeing Team

Call: 01482 398513

Email: occhealthadmin@humbersidefire.gov.uk

Online: humbersidefire.sharepoint.com/sites/HFRS-Wellbeing