

No. 247/26

15th September 2026

Dear Colleague,

Royal Mail Group – First Aid Provisions Update 2026

The purpose of this LTB is to report to Branches, Representatives and members on recent updates to Royal Mail Group's First Aid provisions, which follows a period of national level discussions with the CWU.

The Health and Safety (First Aid) Regulations 1981 outline the core level of First Aid arrangements and in line with this regulation and associated HSE (Health and Safety Executive) guidance, Royal Mail has undertaken several changes to its former provisions.

Whilst not an exhaustive list, set out below are some of the key updates now in place by RMG in terms of First Aid arrangements:

The introduction of a new and simplified First Aid Manager Review process to identify local level minimum First Aid requirements, which should be undertaken at least annually.

This Review process also outlines the required actions to be taken where a shortfall in First Aiders is identified, including: -

- *Encouraging/seeking First Aid volunteers;*
- *Appointed Person arrangements (to cover First Aiders when not on site);*
- *Confirms that First Aid training must be arranged promptly and release given for completion of training.*

Recognises the mutual benefit of Trade Union consultation as part of local level First Aid Needs Assessments.

The inclusion of Mental Health First Aid (MHFA) arrangements as part of the overall review of First Aid provisions.

Confirmation of the approach for the local request for an Automated External Defibrillator (AED).

Confirms that First Aid training completed independently can be recognised if a certificate can be provided with the required qualifications.

The establishment of a new recording Form process for First Aid treatment provided (and given by First Aiders) for non-work-related conditions, which are not to be recorded in Royal Mail's accident reporting system ERICA (Electronic Reporting of Incidents for Collation & Analysis). This new provision addresses a current shortfall in this area and the wider 1981 First Aid Regulations and HSE guidance.

For additional background information on RMG's First Aid provisions, please find attached the following two Royal Mail documents:

- First Aid Needs Assessment (v2.0)
- RMG Safety, Health and Environment Management System - SHE Instruction 5.4 First Aid (v1.5)

Whilst both parties at national level will need to continue to jointly monitor development and compliance, the CWU views the above and other updates to current First Aid provisions as positive and reflective of our discussions with Royal Mail in this area.

Finally, for any member who is interested in knowing more about First Aid arrangements or becoming a First Aider, a very useful skill set which has far wider benefits beyond the workplace, please speak to your local CWU Rep or CWU Area Safety Rep.

Any enquiries relating to the content of this LTB should be referred to the Deputy General Secretary (Postal) Department hford@cwu.org.

Yours sincerely,



Martin Walsh
Deputy General Secretary (Postal)

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1.0 Introduction

This First Aid Needs Assessment (FANA) is for the whole of Royal Mail Group (RMG) and sets the standards for first aid provision considered appropriate to the business scale and activities.

Overall RMG is not considered to be a high-risk organisation in terms of the activities undertaken. However, due to the size and nature of the organisation a range of hazards across multiple locations need to be considered and managed effectively. RMG has a total workforce of circa. 130,000 employees and a property estate of circa. 1,600 individual sites/locations.

First aid provision applies to employees, agency workers, contractors and visitors while on RMG premises or undertaking RMG-controlled activities.

The level of first aider provision across RMG has been done in accordance with The Health and Safety (First Aid) Regulations 1981 and associated guidance (L74 3rd edition: First Aid at Work (L74)). The outputs will be reflected in SHEMS Instruction 5.4 and associated documents.

RMG will consult with recognised union representatives, including the Unite Communication Managers Association (Unite CMA) and the Communication Workers Union (CWU), on the First Aid Needs Assessment (FANA) and all associated documentation, recognising the mutual benefit this can bring, including seeking to secure volunteer First Aiders.

2.0 Working Arrangement Considerations

In most cases, first aider requirements for each site will be calculated based on the number of employees (with adequate cover for staff absences such as annual leave). However, there may be sites where working arrangements require additional provision such as:

- Multi-occupancy sites (e.g., a low-risk site and a high-risk site at the same location such as a delivery office and workshop).
- Sites occupied by different functions at different times of the day (e.g., delivery office that is used as collection hub in the evening).
- Sites where there is shift based working (e.g., mail centres).
- Remote sites (e.g., rural delivery offices).
- Sites with multiple floors (e.g., admin sites).
- Sites with high numbers of agency staff.

A list of hazards applicable to each type of site can be found at Appendix 1.

Delivery offices represent the largest proportion of sites (circa. 80%) and largest proportion of employees. Typically, activities undertaken by staff at these sites are:

- Mail sortation onsite.

- Loading and unloading vehicles in the operational yard.
- Delivery/collection offsite, which represents the largest proportion of work activity for most employees.
- For a small number of staff, serving customers in the Customer Service Point (CSP).

In relation to first aid provision for third parties on RMG sites, there has been a reduction in the opening hours of Customer Service Points (CSPs) over the years and therefore the number of customers visiting delivery offices has decreased.

Around circa. 80% of RMG reported accidents relate to offsite work activity.

The first aid needs of employees who spend a significant amount of time working offsite (e.g., delivery office employees and PFSL street furniture engineers) is addressed through the provision of personal first aid kits where required, mobile phones or Personal Digital Assistant mobile phone functionality (e.g., to contact a manager or dial 999) and GPS trackers (PFSL).

This offsite work is generally considered not to be lone working as it takes place in a public environment. Where required, additional arrangements will be put in place on a case-by-case basis as per the Lone Working Guidance.

The first aid needs of young workers, pregnant workers and employees with disabilities is addressed through the Persons Specifically at Risk Assessment process.

3.0 First Aider Requirement

First Aider

First Aider requirement is based on the following externally accredited qualifications which meet the criteria of HSE L74 Approved Code of Practice.

- **First Aid at Work (FAW):** a three-day comprehensive course - requalification every three years
- **Emergency First Aid at Work (EFAW):** a one-day core skills course - requalification every three years.

Annual refresher training is not mandatory; however, managers are expected to actively encourage and routinely consider refresher training on a case-by-case basis to maintain competence and confidence.

Responsible Person

- **Appointed Person:** a named individual(s) responsible for the organisation of first aid resources, arrangements and emergency response on site/shift. If there is no First Aider, this should be site/shift manager, additional Appointed Persons may be utilised where required to cover things such as periods of leave, this could be the Workplace Safety Rep (if not a trained First Aider). As a minimum, an Appointed Person should complete the RevivR training.

The requirements have been directly aligned to L74 Health and Safety Executive (HSE)'s Approved Code of Practice (ACOP) and Guidance (except for Fleet Workshops, Repair Hub and Manufacturing facility which exceeds the HSE L74).

The minimum number and type of First Aider is dependent on the identified hazard levels in the business and shown in Appendix 1: First Aider Requirement Standard.

4.0 First Aid Resources: Minimum Requirement

First aid resources are required as a minimum at all sites, but the quantity, size, type, content and location of each is determined by the local **First Aid Manager Review (FAMR)** as it is dependent on a number of variables including:

- Number of staff/visitors.
- Activity risk level.
- Layout of the building.
- Personal conditions.

The First Aid Management Review (FAMR) should be undertaken in conjunction with the Workplace Safety Rep or Area Safety Rep, to support the overall process and best practice. For multi-functional sites, unless the work areas or levels of risk are distinctly different, only one FAMR should be completed by the PiC considering the needs of all persons. For managers responsible for multiple SPDO sites, either a single FAMR should be completed for each site or, if less than 25 staff, the SPDO First Aid Summary Review completed.

First Aid Box

At least one suitably stocked, easily accessible, frequently checked and maintained First Aid Box relevant to the risks present at the site and sourced by an RMG-approved supplier.

As a minimum a first aid kit should comply with BS 8599 (See Appendix 3).

First Aid Location

A suitable location to complete first aid as required such as a first aid room, office or private area.

Communication of First Aiders and Resources

Display on the noticeboard(s) (or equivalent) of all named First Aiders, their contact details and the location of First Aid kit(s).

5.0 Mental Health

The First Aid Needs Assessment considers the requirement for Mental Health First Aid (MHFA) provision as part of a broader approach to employee health, safety and wellbeing. Mental Health First Aiders provide initial, non-clinical support to individuals experiencing mental ill health and are trained to recognise signs, engage appropriately, and signpost to professional support services. MHFA does not replace medical treatment or statutory first aid arrangements. Provision must be determined on a risk-based and proportionate basis, taking into account factors such as workforce size, operational environment, exposure to traumatic incidents, and periods of organisational change.

Where implemented, clear governance arrangements are in place and defined role boundaries, appropriate training, ongoing support, and alignment with Occupational Health and Employee Assistance Programme provisions.

6.0 First Aid Resources: Additional Requests

The following are available as justified by the Unit FAMR:

Automated External Defibrillator (AED)

The requirement for an AED at site will be made on a case-by-case basis as a result of a FAMR and considering the following:

- Specific injury/health risk: such as an older staff age profile; or when working with electricity/toxic chemicals etc.
- Vulnerable persons: example staff with existing heart conditions; or history of cardiac arrest.
- Characteristics of the work location:
 - A large number of people on site at any one time.
 - The distance from emergency services or a third party/community defibrillator (the British Heart Foundation recommends no more than 3 minutes away).
 - The layout of the building (more than one may be required).

Personal Kit/Travel Kit

Personal or Travel Kits are not provided by default. Basic kits are available where justified for example:

- In isolated locations where minor injuries can be prevented from becoming worse.
- Where there is a higher risk of minor injury.
- Due to a personal condition.

Specialist First Aid Items

Where there are specialist first aid items whether due to a particular risk or due to an individual condition this should be justified as a result of the FAMR and/or personal risk assessment. The Health and Safety Advisor can support as required.

7.0 British Heart Foundation RevivR Training App

The business supports the RevivR Training App, produced by the British Heart Foundation, highlighting the basics of cardiac arrest response. All staff are encouraged to complete this training. (This should not be considered a formal qualification.)

8.0 References

- SHE Instruction 5.4 First Aid
- First Aid Manager Review (FAMR)
- First Aid Manager Review - SPDO
- First Aid Display Poster Example
- AED Monthly Check Form Template
- AED Incident Log
- L74 is the Health and Safety Executive (HSE)'s Approved Code of Practice (ACOP) and Guidance

Appendix 1: Hazards and Risk by Site Type

Hazard 	Hazardous Substances	Electricity	Machinery and/or Conveyors	Confined Spaces	Use of tools	Hot Works	Manual Handling	Slips/Trips	Working At Height	Workplace Transport (incl. vehicles) onsite	Animal attacks offsite
Type of site 											
Delivery Office (Dedicated Parcel Routes/ Collections/SPDOs)	✓	✓	✓ (CSS sites)				✓	✓	✓	✓	✓
MDEC / Admin	✓	✓						✓		✓	
Relay	✓	✓					✓	✓	✓	✓	
Mail Centre*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
International*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Super Hub*	✓	✓	✓		✓	✓	✓	✓	✓	✓	
RDC/Parcel Hub*	✓	✓	✓		✓	✓	✓	✓	✓	✓	
PFW Hub*	✓	✓	✓		✓	✓	✓	✓	✓	✓	
Rail Terminal	✓	✓	✓				✓	✓	✓	✓	
Walk Bundling Centre	✓	✓	✓				✓	✓		✓	
Air Hub*	✓	✓	✓		✓		✓	✓	✓	✓	
PFW Depot	✓	✓	✓				✓	✓	✓	✓	✓
PFSL Repair Hub	✓	✓	✓		✓	✓	✓	✓	✓	✓	
Fleet Workshop	✓	✓	✓		✓	✓	✓	✓	✓	✓	
Manufacturing Facility	✓	✓	✓		✓	✓	✓	✓	✓	✓	

Key: ✓ = lower level of risk associated with hazard and ✓ = higher level of risk associated with hazard. *Engineering activity onsite

Appendix 2: First Aider Requirement Standard

FAW = First Aider at Work, EFAW = Emergency First Aider at Work, AP = Appointed Person

(* exceeds HSE guidance)

Degree of hazard related with work	Number of Persons on Site	First Aid Requirement
Low Hazard • Delivery Office • Collection Hubs • Admin Site/Area • MDEC • Relay Depot	Less than 25 (site/shift)	1 AP
	25 to 50 (site/shift)	1 EFAW
	More than 50 (site/shift)	1 FAW for every 100 people employed (or part thereof)
Higher Hazard • Mail Centre • International • Super Hub • Manufacturing Facility • Parcel Hub • PFW Hubs • WBC • Rail Terminal • Air Hub • Fleet Workshop • PFW Depot • PFSL Repair Hub	Less than 5 (site/shift)	1 AP
		1 FAW (23 Fleet Workshop, Repair Hub, Manufacturing Facility) *
	5 to 50 (site/shift)	1 EFAW
		1 FAW (Fleet Workshop, Repair Hub, Manufacturing Facility) *
	More than 50 (site/shift)	At least 1 FAW for every 50 people employed or part thereof

Appendix 3: First Aid Materials

First Aid Kits

First Aid Kits must adhere to BS 8599. The table below shows the size of kit and ratio based on risk level and number of employees.

Site Type / Risk	Number of Persons on Site	BS 8599 Kit Size	Staff per Kit
Low Risk Delivery Office; Collection Hubs; Admin Site/Area; MDEC; Relay Depot	Fewer than 25	Small	1 kit per ≤25 staff
	25 – 100	Medium	1 kit per ≤100 staff
	More than 100	Large	1 kit per 100 staff
High Risk Mail Centre; International; Super Hub; Manufacturing Facility; Parcel Hub; PFW Hubs; WBC; Rail Terminal; Air Hub; Fleet Workshop; PFW Depot; PFSL Repair Hub	Fewer than 5	Small	1 kit per ≤5 staff
	5 – 25	Medium	1 kit per ≤25 staff
	More than 25	Large	1 kit per ≤25 staff
Personal Issue	As required		

The table below shows the minimum content to be maintained in each first aid kit. These are available from the supplies catalogue.

Contents	Small	Medium	Large	Personal
First aid guidance leaflet	1	1	1	1
Large sterile dressing	2	3	4	1
Medium sterile dressing	2	4	6	–
Triangular bandage	2	3	4	1
Eye dressing	2	3	4	–
Adhesive plasters	40	60	100	10
Sterile wet wipes / cleansing wipes	20	30	40	4
Microporous / adhesive tape	1	2	3	–
Nitrile gloves (pairs)	6	9	12	2
Face shield / resuscitation aid	1	1	2	1
Foil blanket	1	2	3	1
Burn dressing 10x10 cm	1	2	2	–
Clothing shears / universal/tuff-cut scissors	1	1	1	1
Conforming bandage	1	2	2	–
Finger dressing	2	3	4	–
Contents list / label	1	1	1	1

Additional Items

The following items may be required.

First Aid Kit	AED (Defibrillator) Parts	First Aid Signage/Brackets
- Blue Powder-Free Nitrile Disposable Gloves - Saline Eyewash Pods - Mini Instant Ice Pack - Washproof Anchor Finger Plasters - Advanced Fabric Plasters Assorted - Medical Biohazard Body Fluid Spill Kit - Tweezers Nickel Plated - Vomit Bowls - Medical Red Cellular Blanket - Paper Towels	- AED Pads - AED Battery Pack - AED Ready Pack - AED Signage - AED Bracket	- First Aid Box Wall Bracket - First Aid Sign - First Aid Names Poster - First Aid Nearest Box / Names Poster

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1.0 Introduction

This SHE Instruction sets out the arrangements for:

- Ensuring that an appropriate level of first-aid response capability is provided at each Royal Mail Group (RMG) location by ensuring that the required first aid resources are identified using a national First Aid Needs Assessment (FANA) and local review.
- Maintaining first aid competence through the provision of appropriate training to designated personnel.

The aim is to:

- Provide a suitable and sufficient system of emergency response for employees and visitors to minimise the consequence of harm following an accident or incident.
- Ensure RMG compliance to the Health and Safety (First Aid) Regulations.

This SHE Instruction applies to all RMG employees, agency workers, contractors and visitors while undertaking RMG-controlled activities or present on RMG premises.

RMG will consult with recognised union representatives, including the Unite Communication Managers Association (Unite CMA) and the Communication Workers Union (CWU), on the First Aid Needs Assessment (FANA) and all associated documentation, recognising the mutual benefit this can bring, including seeking to secure volunteer First Aiders.

2.0 First Aid Provision

First-Aid provision will be determined in three ways:

1) The RMG FANA defines:

- Training standards and requalification intervals including the minimum number and type of First Aiders required (First Aid at Work (FAW), Emergency First Aid at Work (EFAW), or Appointed Persons (AP)).
- Minimum first-aid resources, including kits, first-aid locations, and communication requirements.
- Additional options including training and conditions for AEDs.

2) A local First Aid Management Review (FAMR) to:

- Compare local arrangements against the business minimum standards.
- **Identify additional site-specific needs e.g.:**

Large Layout	Night Shifts	Vulnerable Individuals	Remote Locations
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- Confirm whether an AED is required based on risk and accessibility.
- Request training for new First Aiders.

3) Non-standard assessments:

- Completed using the Generic Risk Assessment, see SHE Standard 5.0 Risk Management, to assess ad-hoc activities or provision of materials beyond the scope of the FAMR.

2.1 Minimum Standards

The FANA identifies all minimum standards, this has been done in accordance with The Health and Safety (First Aid) Regulations 1981 and associated guidance (L74 3rd edition: First Aid at Work (L74)). This includes, but is not limited to, the following requirement for first aid provision at a Unit:

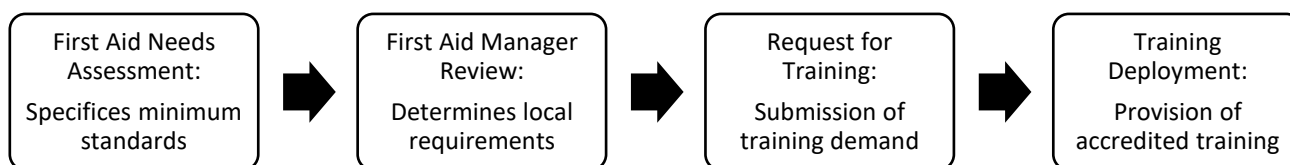
- A suitable number and type of trained First Aiders (or where First Aiders are not appointed a suitably trained AP as a minimum) to deal with all first aid arrangements while the unit is operational, including looking after first aid equipment and where applicable any facilities.
- All First Aiders and Appointed Persons must be provided with appropriate information on first aid arrangements.
- At least one suitably stocked, easily accessible, frequently checked and maintained First Aid Kit relevant to the risks present at the site. More should be available in larger units.
- A suitable location to complete first aid as required (such as a first aid room, office or private area)
- Communication of named First Aiders, their contact details and the location of First Aid kit(s) on the SHE Noticeboard.
- Where identified as necessary by the FAMR, a prominently positioned Automated External Defibrillator (AED), which is inspected on a monthly basis and maintained by fully trained First Aiders.

Sufficient numbers of First Aiders must be trained to maintain effective first aid cover during foreseeable absences, including annual leave, sickness and training, with additional Appointed Persons utilised where required.

Where First Aider numbers exceed the RMG standard, retention should be encouraged, however, where individuals choose not to continue, provision will revert to the required standard.

2.2 Training

The training requirement, both the number and level of qualification is determined by the national FANA and the local FAMR, completed as per the below process:



Key points:

- Training is essential to ensure compliance with business standards as well as maintaining competence and confidence.
- First Aiders must complete accredited training to the standard of, as relevant, First Aider at Work (FAW) or Emergency First Aider at Work (EFAW).
- First Aiders must requalify every three years. Annual refresher is not required but may be considered on a case-by-case basis.
- Training requests are submitted through the FAMR using the Request for Training form.
- Release for training is mandatory to maintain compliance.
- RMG's Academy are responsible for deploying accredited training.
- External training must be approved by RMG Academy.
- Individual completion of the British Heart Foundation's RevivR familiarisation training is encouraged.

2.3 Recognised Qualifications in First Aid

First aider qualifications must be externally accredited to meet the requirements and certification of either FAW or EFAW. All training provided by the business will meet this standard.

Training completed independently can be recognised if a certificate can be provided to The Academy for one of the recognised qualifications. Specialised training, such as for retained firepersons, is not accepted unless it is certified as meeting EFAW or FAW standard.

2.4 Automated External Defibrillators (AEDs)

AEDs are recognised as important life-saving devices in order to provide emergency response in the case of a cardiac arrest. The business policy is:

AEDs, where not already in place, must be justified through the completion of the FAMR, this may be for a number of reasons (see FANA).

Any site with requiring an AED must:

- Ensure all First Aiders will be trained in their use.*
- All AEDs will be procured via RM Assets and installed via a Service Now request.
- AEDs will be registered on the Compliance Records Database (CRD) and on The Circuit external database making them visible to the emergency services and available to the general public during opening hours.
- All required checks at a local level will be undertaken in line with the standard set by RMG.

*Note: it is recognised that AEDs are designed to be used by the lay person and the lack of a first aid qualification should not prevent an individual using one. Familiarisation training is of benefit and can be provided by different sources including completing of the British Heart Foundation RevivR training.

2.5 Personal/Travel first

Personal or Travel kits are not provided by default but are available based on the completion of the FAMR. See the FANA for examples where these may be required. If they are provided the contents must be maintained by the First Aider/Appointed Person.

3.0 Insurance and Travel

Where RMG First Aiders or Appointed Persons are called to provide first aid whilst on duty to other employees and or a member of the public they are insured by RMG, Equally, all RMG certified First Aiders are insured should they perform First Aid whilst outside of working hours / locations.

It is not the responsibility for First Aiders to transport injured persons in a private car. An Ambulance should be called where a serious incident has occurred and, if required, a RMG vehicles (driven by authorised driver) used for non-serious incidents.

3.1 Incident Reporting

All work-related injuries requiring first aid must be recorded in the RMG Incident Reporting System in accordance with SHE Instruction 10.2. First aid for non-work-related injuries or health conditions must be recorded in the 'First Aid Report–Non-Work-Related Injuries/Health Conditions' App. The Manager should save the submission and provide a copy to the employee if requested. Third-party names must not be recorded and they should be informed that anonymised incident data will be held securely by the business. A hard-copy first aid book must not be used.

4.0 Roles and Responsibilities

Health and Safety Governance and Assurance Team	• Complete and perform an ongoing review of the business FANA at minimum on an annual basis. • Maintain Health and Safety standards, procedures and templates, monitoring any legislative changes and update accordingly. • Oversee the management and administration of the business AEDs including the supervision of the business The Circuit account.
Group Procurement	• Ensure approved first-aid materials and AEDs are easily available for procurement by or on behalf of units. • Make available adequate First Aid provisions, e.g. First Aid kit supplies.
Asset Fulfilment	• Maintain the AED repair and replacement processes.
RMG Academy	• Maintain accredited first-aid training materials and processes. • Coordinate internal and/or external trainers and validate external certificates. • Review the demand for training as evidenced by the Unit request for training submissions and arrange courses within a reasonable distance of the delegates. • Liaise with manager and new or existing first aiders to arrange attendance at the required course.

Unit Manager	• Complete and review the FAMR, as a minimum annually and when there is operational change, implementing actions accordingly. • Deploy and maintain sufficient trained First Aiders requesting new training via the Request for Training Form within the FAMR as required. • Ensure appropriate release time for delegates to complete First Aider qualification and requalification. • Deploy and maintain the minimum and site-specific resources and arrangements as identified in the FAMR. • Install and maintain AEDs where required. • Record all work related first-aid injury incidents in the RMG Incident Reporting System and non-work-related incidents/health conditions in the First Aid Report–Non-Work-Related Injuries/Health Conditions App.
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5.0 References

- Group First Aid Needs Assessment (FANA)
- First Aid Manager Review (FAMR)
- First Aid Manager Review - SPDO
- First Aid Display Poster example
- AED Monthly Check Form Template
- AED Incident Log
- First Aid Report–Non-Work-Related Injuries/Health Conditions App
- L74 is the Health and Safety Executive (HSE)’s Approved Code of Practice (ACOP) and Guidance