



Annual Health, Safety & Welfare Report 2024/25

Merseyside Fire & Rescue Service

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Health & Safety Manager



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INTRODUCTION

Welcome to the Annual Health, Safety & Welfare (HS&W) report for the period of 1st April 2024 to 31st March 2025. This report provides detailed data of the Health, Safety & Welfare performance of Merseyside Fire & Rescue Service (MFRS) against its pre-determined Local Performance Indicators (LPI's).

This report ensures that the Strategic Leadership Team (SLT) and the Merseyside Fire & Rescue Authority (MFRA) are informed of the current HS&W performance and provides assurance that the Service complies with its corporate policy, legal obligations and overall HS&W performance requirements.

This report has been prepared using data from the Authority's HS&W Management System, 'OSHENS', and data from the Business Intelligence Department. The data is presented in detailed charts/graphs and covers LPI's, which are either performance led or are monitoring only.



LPI figures are set by the H&S Manager on behalf of the Authority and in line with the MFRS Service Plan. The figures are drawn from empirical data / statistics and are approved and governed through the Performance Management Group (PMG). LPI's are reviewed annually, and targets may be reduced or increased based on this governance to ensure they remain in line with our risk profile.

“MFRA, the Chief Fire Officer, and the Strategic Leadership Team, through visible leadership, ensure that Health, Safety and Welfare is a priority.”

Merseyside Fire & Rescue Authority Health, Safety & Welfare Management Arrangements

MFRA and the Chief Fire Officer (CFO) are fully committed to ensuring the Health Safety and Welfare of all MFRS employees and the communities MFRS serve to deliver Our Purpose; *'Here to serve. Here to protect. Here to keep you safe'*.

The Authority achieves this by ensuring that duties under the Health & Safety at Work Act 1974 and The Management of Health and Safety at Work Regulations 1999 are met, in order to prevent injury or illness to employees, contractors and members of the public who may be affected by MFRS work activities.

MFRA are fully committed to compliance with all relevant Health and Safety legislation, Statute, Regulations, Directives and Approved Codes of Practice and regard compliance as the basic minimum standard. MFRA recognise that a 'positive safety culture' in the workplace only exists when Health and Safety is understood and accepted as a high priority.

MFRA and the CFO are responsible for ensuring that the HS&W policy is implemented and that responsibilities are assigned, accepted and fulfilled at all levels within MFRS.

The MFRA, CFO and the Strategic Leadership Team, through visible leadership, ensure that Health, Safety and Welfare is a priority and, in doing so, encourage shared beliefs, practices, values and attitudes within the organisation to promote a positive safety culture.

The Assistant Chief Fire Officer (ACFO) maintains overall responsibility for MFRS Health and Safety Management on behalf of the CFO. The H&S Manager and the Occupational Health (OH) Manager are responsible for the day-to-day management of HS&W on behalf of the MFRA and the CFO.

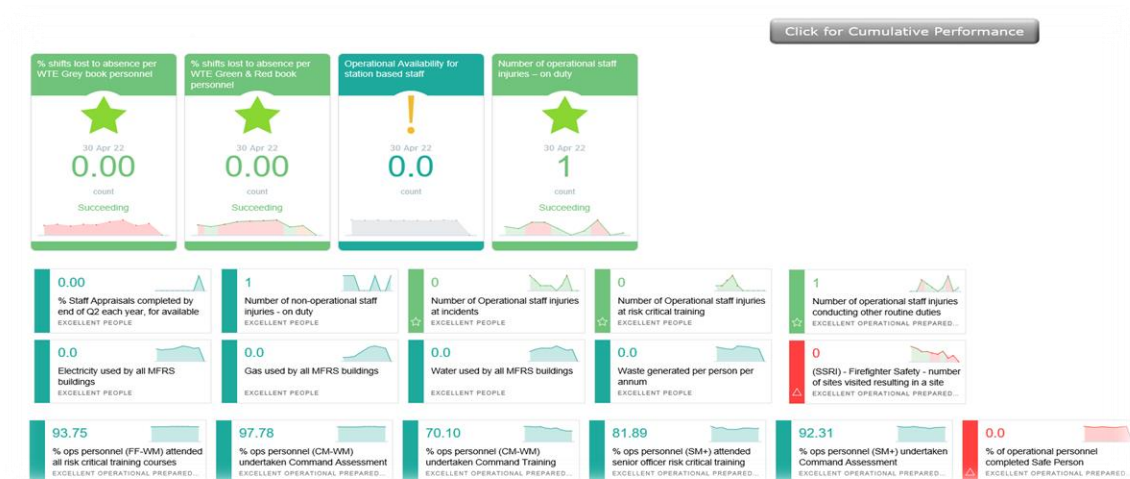
Health & Safety Performance

Workplace

Workplace performance monitors accidents and injuries in the workplace and is managed via six key LPI's. Four of the LPI's are performance managed and the remaining two are for monitoring only. The governance for Workplace is managed via the Workplace Review Group (WPRG) which has cross departmental membership. The performance led LPI's are broken down into the following four areas:

LPI Performance

- Number of operational staff injuries on-duty (LPI WR13)
- Number of operational staff injuries at incidents (LPI WR33)
- Number of operational staff injuries at risk critical training (LPI WR34)
- Number of operational staff injuries conducting other routine activities (LPI WR22)



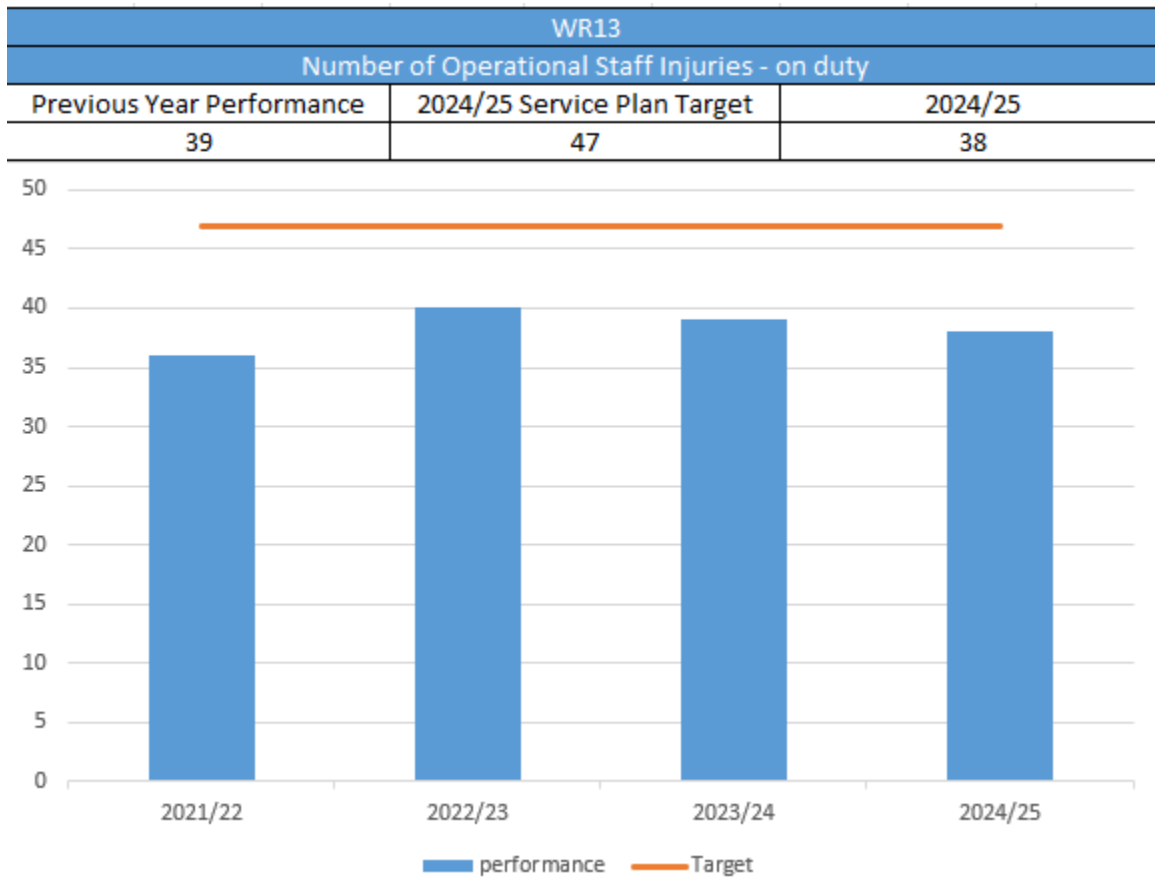
LPI Monitoring

- Number of non-operational staff injuries on-duty (LPI WR32)
- Reporting of the levels of Near Miss reports recorded by the Service (LPI WR31)

The Health and Safety Department also monitor and manage additional areas of performance and H&S compliance during the year, delivered via audit, inspection, and active monitoring; the details of this are also contained within this report.

Overall Number of Operational Staff Injuries On-duty

During 2024/25 there were a total of 38 injuries to operational staff, which is a decrease of 1 on the previous year. A total of 24 of the 38 members of staff injured remained on duty and of those who went off duty, 7 returned to work within 7 days.

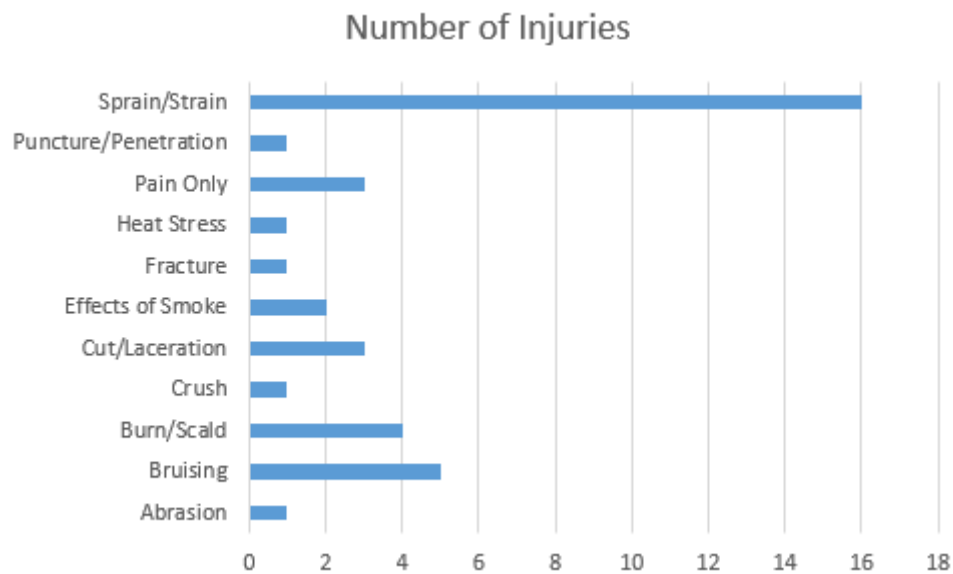


A total of 234 duty days were lost through staff injuries, which is a decrease of 93 on the previous year. 189 of the days lost were related to 5 members of staff being absent through long term sickness and the remaining days related to 9 other members of staff.

Trend analysis shows that all age ranges were similarly affected, and that 16 of the 38 injuries (42%) were due to sprain or strain, which is the most common recorded injury.

The full break down of injury type amongst operational staff for 2024/25 is detailed below:

Injuries

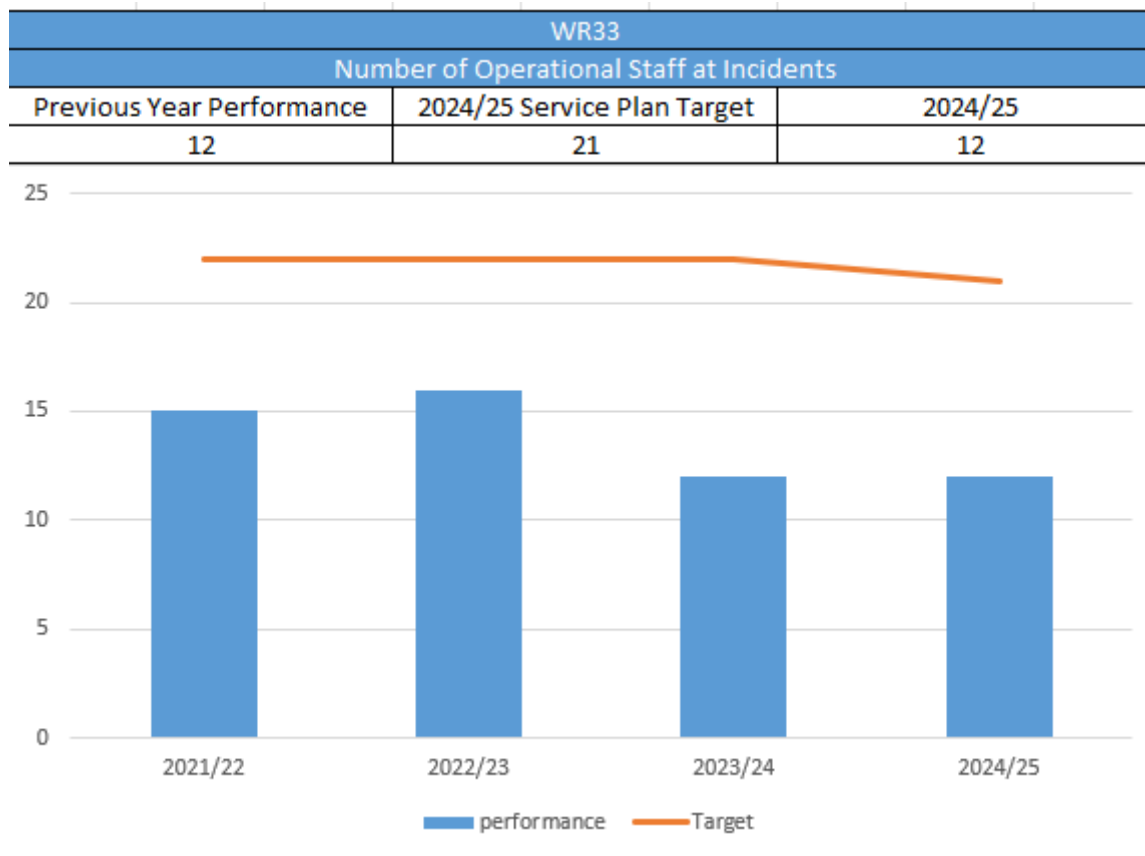


MFRS has an established positive reporting culture, with staff comfortable and confident in reporting injuries without reprisal, even when minor in nature. For example, 3 members of staff reported 'Pain Only' injuries. These primarily related to a muscular discomfort during the course of their duties. All remained on duty and did not suffer any long-lasting effects. Historically, this is something that may not have been reported.

The breakdown of injuries into the individual Workplace LPI's, both performance-led and monitoring only, are displayed on the following pages.

Number of Operational Staff Injuries at Incidents

Of the total 38 operational staff injuries whilst on-duty, 12 occurred at operational incidents. This is the same figure as last year. However, this amount remains significantly below the Service Plan Target (SPT) of 21. This is one of the LPI's where we have reduced the SPT based on previous years data.



MFRS attended 17,798 operational incidents in 2024/25, which incurred 33,273 appliance movements. Of the total 12 operational injuries, 8 remained in work, which indicates the injury was minor in nature and further highlights the positive reporting culture amongst staff. Of the 4 who went off duty, 2 returned to work within 7 days and the remaining 2 also returned to work following longer term sickness periods.

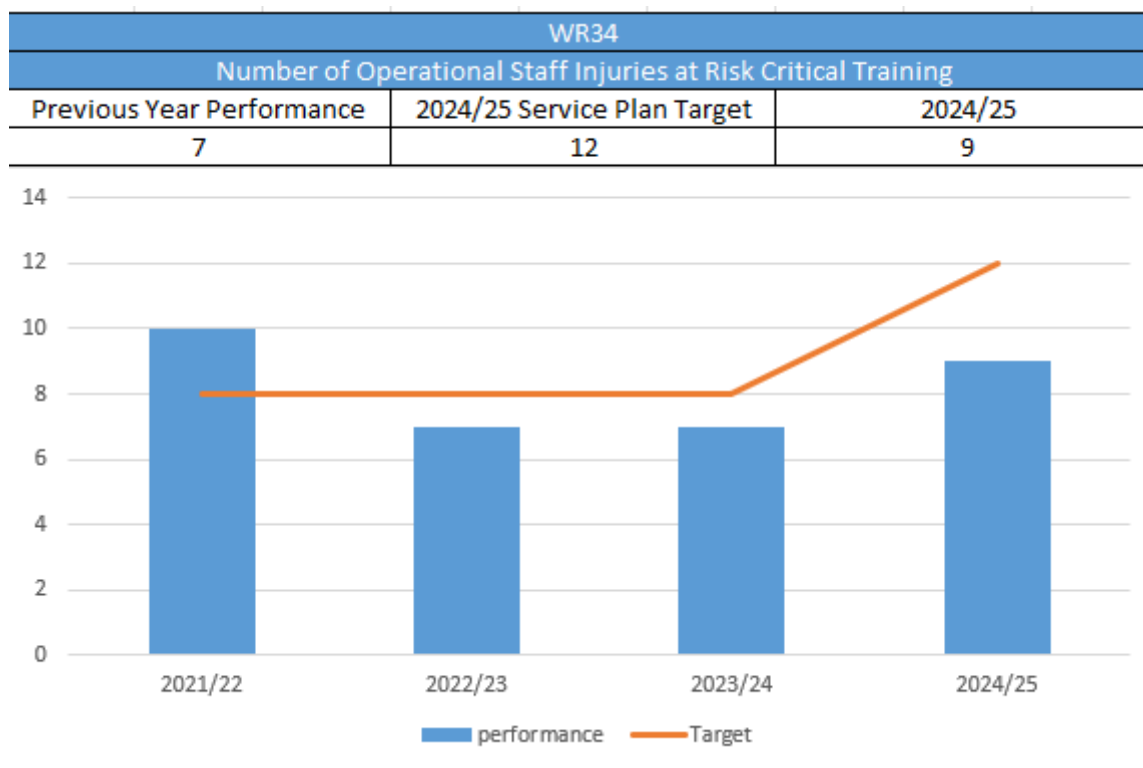
The total duty days lost for operational staff incurring injuries whilst at incidents was 62 days: a decrease of 138 on the previous year.

Number of Operational Staff Injuries at Risk Critical Training

The Health and Safety Department have monitored injuries at risk critical training as a standalone LPI since 2018/19. Prior to this, it was included in the operational injuries at incidents LPI.

During this reporting period, 9 individuals were injured during risk critical training, which is an increase of 2 on the previous year. Of those who were injured, 3 went off duty. The SPT has been amended following review. This is line with the increased training undertaken by the service over the last 3 years.

The figures indicate that the majority of injuries were minor in nature and that the training environment is being managed well through risk assessment and through the supervision of operational managers.



MFRS is fully committed to its vision, *“to be the best Fire and Rescue Service in the UK”* and as such, devotes a substantial amount of time to risk critical training, ensuring firefighters and

commanders can perform to the best of their ability. This ensures staff are safe and effective whilst at work, improving attendance and increasing overall wellbeing.

Operational Training

In 2024/25, the following training took place:

A total of 164 core training courses were completed in the year 2024/25 which is a reduction on the previous year. This is due to the opening of the new Training and Development Academy at Long Lane in June 2024, which meant that core training was halted for a short period during the transition. The core training courses that ran consisted of:

- 18 Breathing Apparatus (BA) courses with 8 -10 attendees per course
- 21 Compartment Fire Behaviour Training (CFBT) courses with approx. 8 -10 attendees per course
- 22 Road Traffic Collision (RTC) courses with approx. 10 attendees per course
- 23 Safe Working at Height (SWAH) courses with approx. 10 attendees per course.
- 28 Hazardous Materials Response courses with approx. 10 attendees per course
- 31 Water courses with approx. 5 - 10 attendees per course
- 21 FREC courses with approx. 10 attendees per course

In 2024/25 MFRS completed 251 realistic training / exercising events which is 14 more than the previous year. This continues the trend of improving the number and quality of training and exercising since the pandemic. The largest increase within the training events is within the Specialist Station Training exercises (Marine, HazMat, MTA, CPL, HVP), this demonstrates the increased specialisms that are spread across the service.

As part of our exercising events, we have completed 100 multi pump exercises. These include Station based exercises at locations around Merseyside. We have also completed 'Cross Border' training events with colleagues from neighbouring Fire and Rescue Services to further enhance our interoperability. The new facilities at the TDA have allowed us to improve our training and exercising provision and our current 'Saturday Exercise' focus is high rise firefighting.



Safe Working at Height Exercise



Multi Agency training with H.M. Coastguard



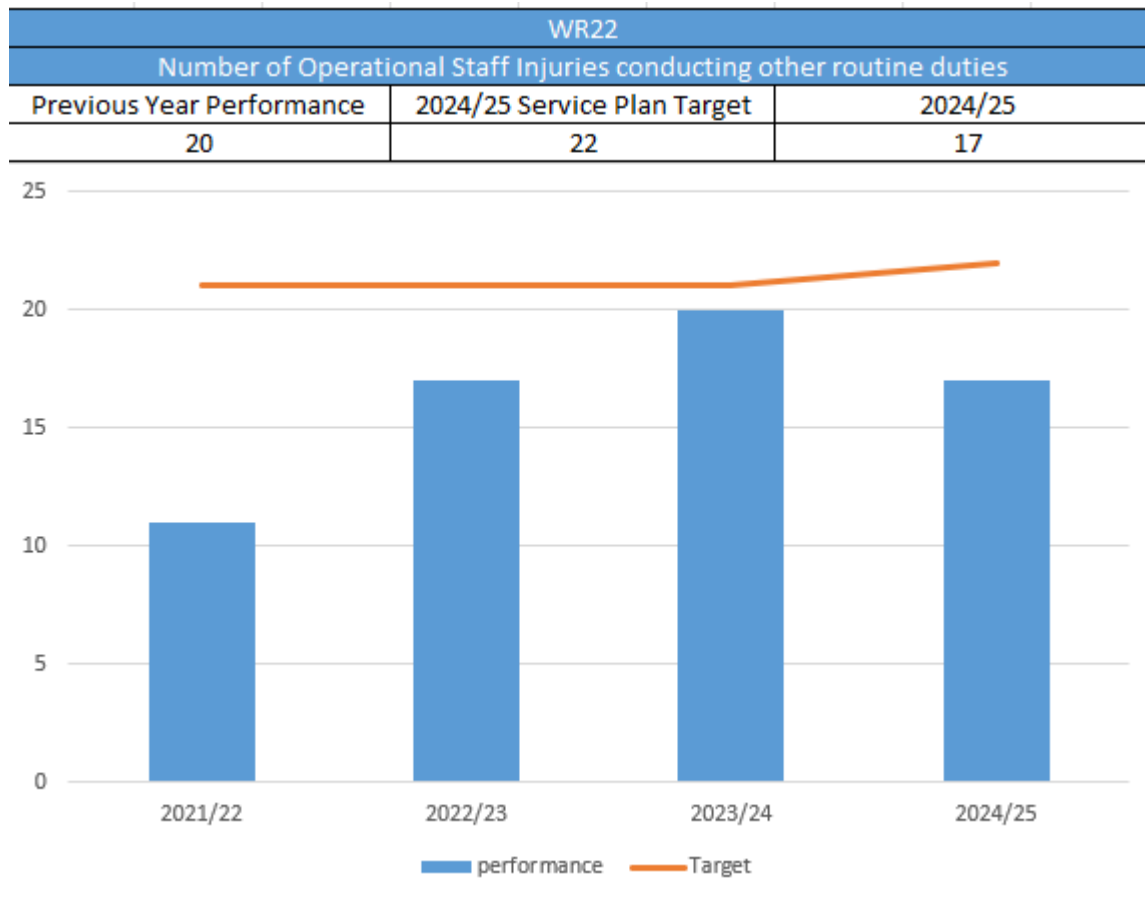
Off Station Exercises working with local partners to improve Operational Response.

During the year we have welcomed 28 Apprentice Firefighters into the Service. They completed a 16-week training course and have now moved to Community Fire Stations across the service.

Individual training blocks are aligned to the daily training planner across all stations and equate to approximately 8,000 x 2-hour 45-minute training periods per year.

Number of Operational Staff Injuries Conducting Other Routine Activities

During routine activity in 2024/25, 17 injuries occurred which sees a decrease of 3 on the previous year. This has stopped the trend of this LPI increasing over the last three years and it remains below the increased Service Plan target.



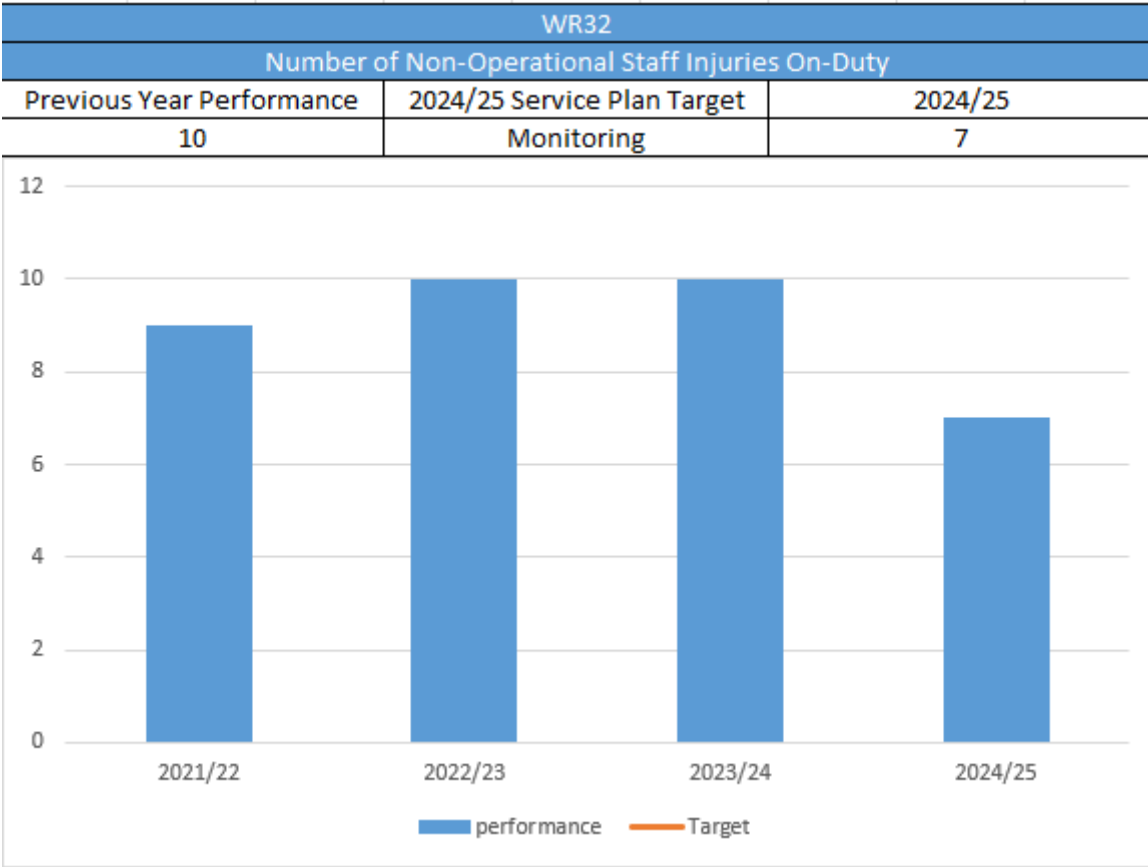
Of the 17 individuals who were injured, 10 remained on duty, highlighting that their injuries were minor in nature. The remaining 7 individuals went off duty.

The 7 injuries, where individuals went off-duty, resulted in 152 duty days lost. Within this there have been injuries classed as long-term sickness (over 28 duty days lost). MFRS operate and support a positive reporting culture which contributes to the reduction of injury through raising awareness.

There are a variety of age ranges amongst the individuals. There is no significant trend identified amongst this area.

Number of Non-operational Staff Injuries On-duty

There were a total of 7 non-operational staff injuries in 2024/25, which is a reduction of 3 on the previous year. Of the 7 injuries, only 1 staff member went off duty due to the injury (sprain).



There were a variety of minor injuries recorded. These include abrasions, bruising, sprain/strain, cuts, scalds, burns and pain only. The positive reporting of near miss events substantially reduces the potential for injuries as staff are encouraged to submit observations as part of the overall Health and Safety culture.

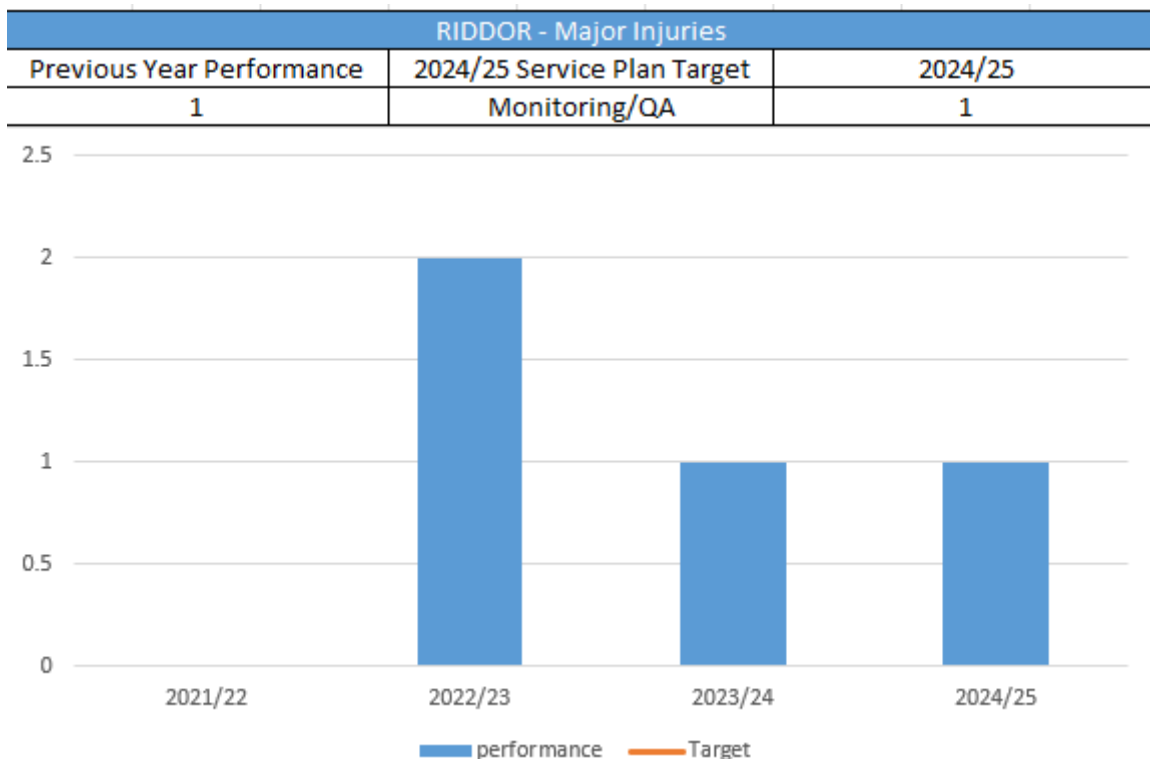
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations - RIDDOR

RIDDOR puts duties on employers, the self-employed and people in control of work premises (the Responsible Person) to report certain serious workplace accidents, occupational diseases and 'specified' dangerous occurrences (near misses).

Under RIDDOR, MFRA must report the specific categories under 'Major Injury' to the enforcing Authorities, where occurrences happen 'out of or in connection with work'. The Health & Safety Department reports these occurrences to the Health & Safety Executive (HSE), on behalf of MFRA.



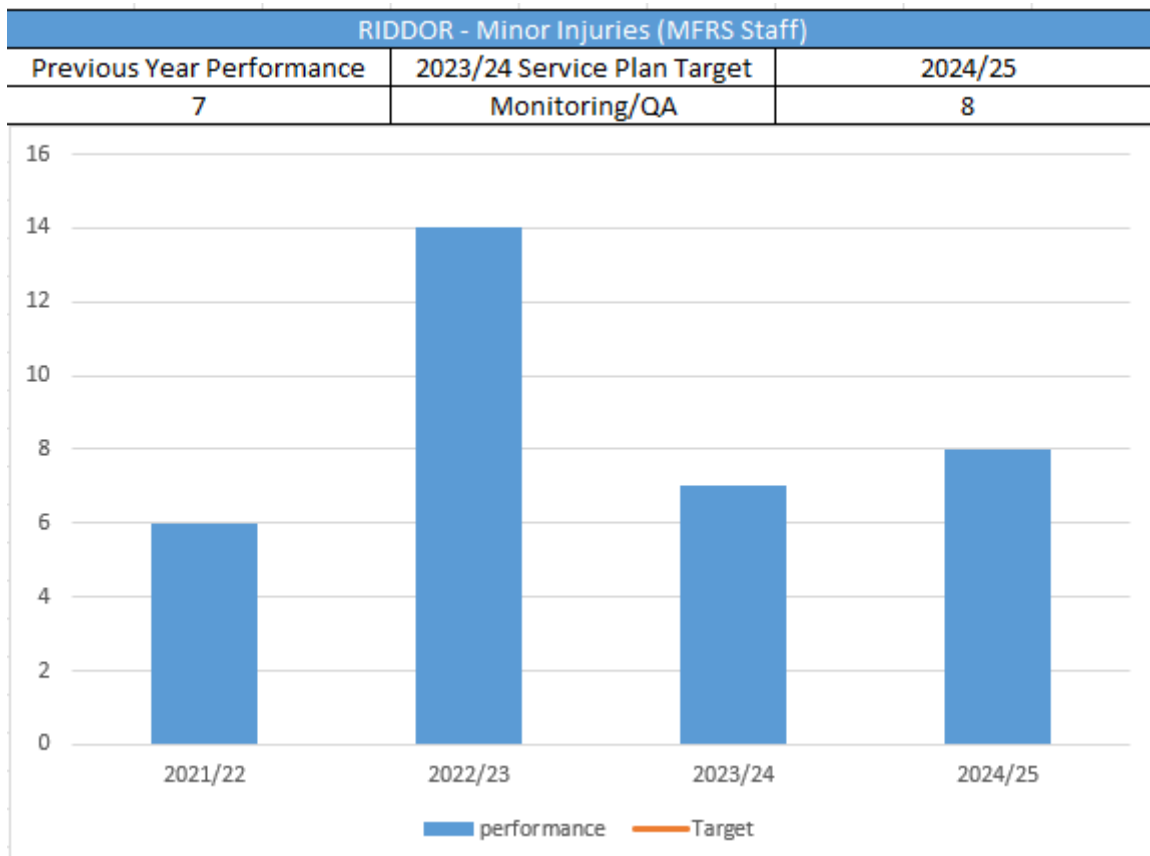
There was one reportable **Major** injury during 2024/25.



Under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 2013, MFRA must report specific categories where an ‘**over 7-day absence**’ occurs when the cause is ‘out of or in connection with work’. The Health & Safety Department reports the occurrences to the HSE on behalf of MFRA.

There were 8 **minor** injuries affecting MFRS staff reported to the HSE during 2024/25, an increase of 1 on the previous year. 5 were sprain or strain injuries, 2 were bruising and 1 recorded as pain only.

MFRA reported one Dangerous Occurrence which occurred during the wearing of Breathing Apparatus (BA) at an Operational Incident. No injuries were incurred in relation to this event. The cause has been investigated and this was due to debris within the mask which led to the BA defaulting to the free flowing of air (as per its designed safety feature). The BA wearer did not lose air pressure and left the building safely.



Reporting of the Levels of Near Miss Reports Recorded by the Service

A near miss is an incident that would have resulted in a loss, such as an injury or property damage, under only slightly different circumstances.

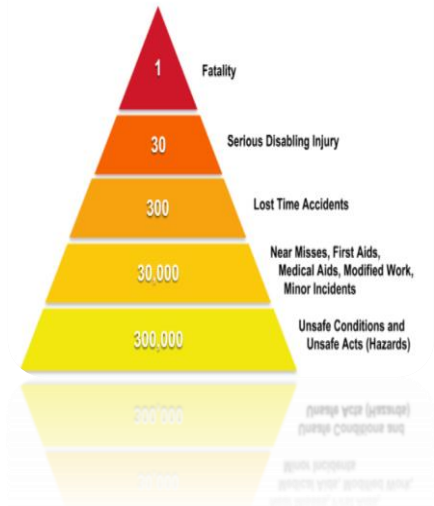
Near Misses in MFRS are recorded through the OSHENS system and can be accessed by any member of staff. They help highlight safety issues when injury does not occur, helping prevent any future occurrence. Near Miss reporting is actively encouraged by the H&S Department, as it contributes to a positive H&S culture within the Service.

A total of 123 Near Misses were recorded during 2024/25. This is a decrease of 25 reports, when compared to previous year.

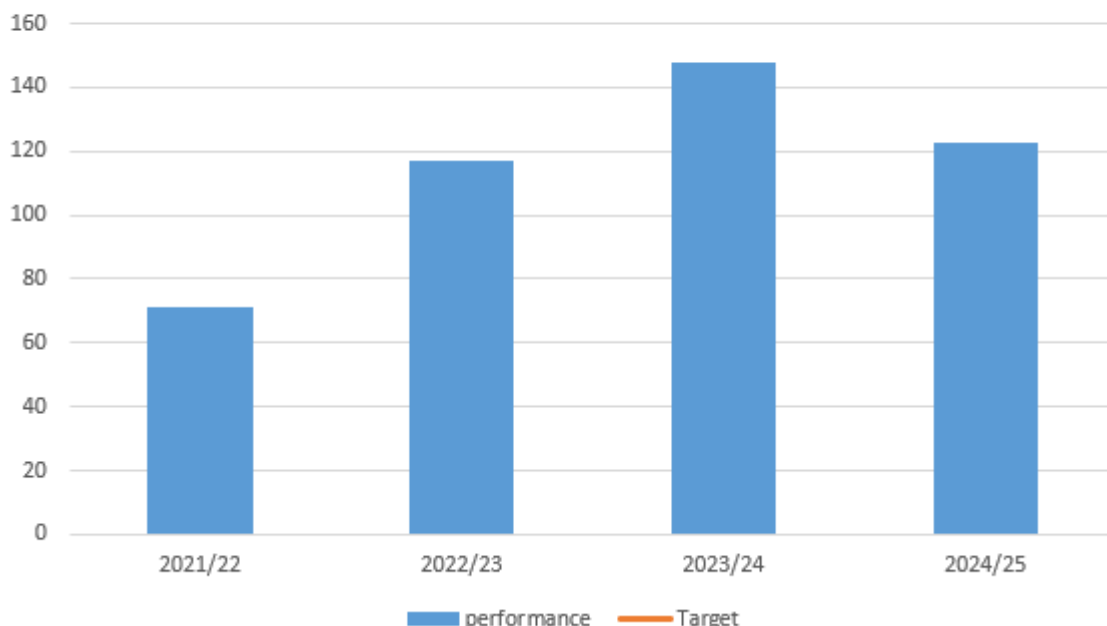
MFRS Health and Safety department, continue to promote positive reporting as part of workplace culture and respond to all submissions. MFRS continues to monitor Near Misses for any potential trends that arise.

SAFETY PYRAMID

It is far better to be reporting and learning from Near Misses, Minor Incidents and Hazards, where there is little or no loss, than to be reporting actual serious losses.



WR31		
Near Miss Reports Recorded by the Service		
Previous Year Performance	2024/25 Service Plan Target	2024/25
148	Monitoring	123



Road Risk

Road Risk performance monitors all vehicle collisions and is managed via seven key LPI's. Five of the LPI's are performance led and the remaining two are for monitoring only. The governance for road risk is managed via the Road Risk Review Group (RRRG) which has cross departmental membership. LPI's are broken down into:



LPI Performance

- Road Traffic Collisions involving Fire Service Vehicles (RR23)
- The number of Road Traffic Collisions (RTC's) where a Fire Appliance hit another vehicle or object whilst responding to an operational incident (RR31)
- The number of RTC's where a Fire Appliance hit other vehicle or object whilst engaged in routine activity (RR32)
- The number of RTC's where a light vehicle hit another vehicle or object whilst responding to an operational incident (RR33)
- The number of RTC's where a light vehicle hit other vehicle or object whilst engaged in routine activity (RR34)

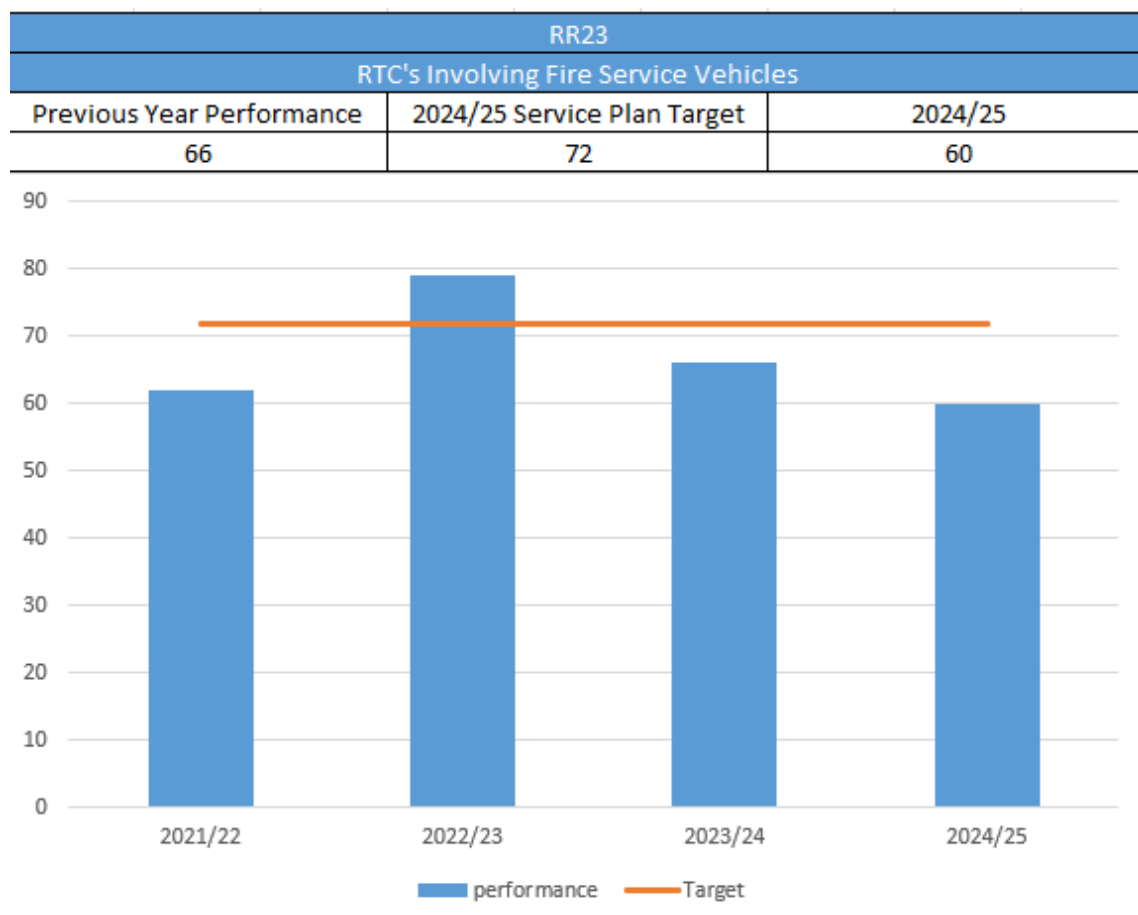
LPI Monitoring

- Other vehicle damage caused whilst any vehicle is stationary during response or routine activity (RR35)
- Service vehicle hit by other 3rd party vehicle (HBOV)

Total Number of RTC's Involving Service Vehicles

MFRA operate over 150 vehicles from light vehicle types/vans through to emergency fire appliances, specialist vehicles and combined platform ladders (CPL) with individual capability of 28m, 34m and 45m reach. The vehicle fleet is maintained by Workshops who ensure readiness for routine and emergency activity.

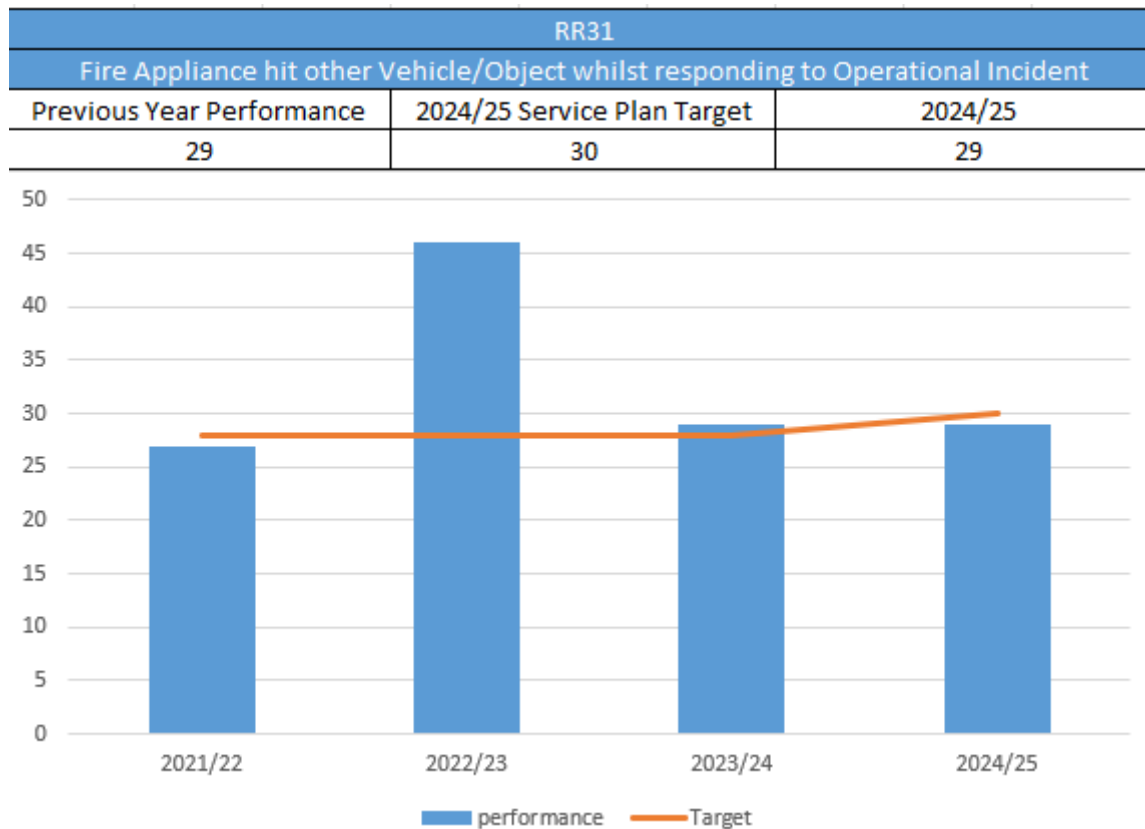
The total number of RTC's involving all types of Service vehicles was 60 in 2024/25, this is a reduction of 6 compared to last year's data. We have seen a three-year reduction in the overall number of vehicle collisions.



All road traffic collisions are reviewed at the RRRG which is chaired by the H&S Manager. The group, in conjunction with line management, determine the appropriate course of action for each incident, if required. This may result in support/development put in place for the individuals involved in the collisions. Mitigating factors such as responding under pressure, third party actions and driving conditions are always considered. This is with the aim of preventing further occurrence.

Fire Appliance Hit Other Vehicle/Object Whilst Responding to Operational Incidents

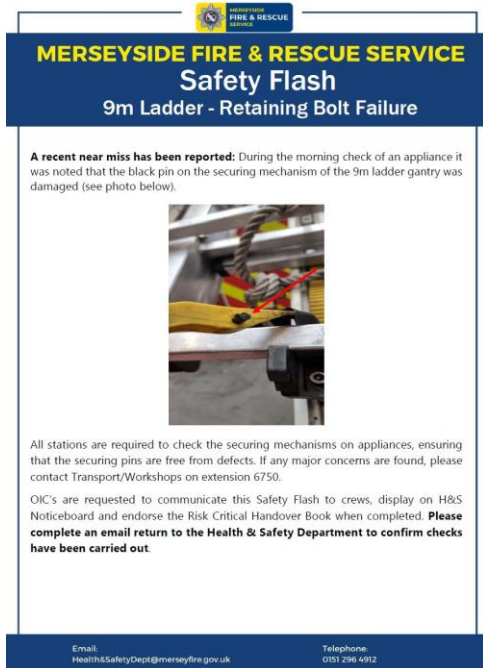
MFRA had 33,273 appliance movements whilst responding to 17,798 incidents in 2024/25, with this activity deemed as the Services most risk critical driving category. Although appliance movements have decreased by 8% when compared to last year, our activity levels equate to 1 collision per 1,147 appliance movements.



There were 29 collisions involving appliances responding under blue lights, which is the same as the previous year. Due to the overall increase in appliance movements over the last few years the SPT has been raised following review.

RRRG feedback, actions and support have contributed to this reduction, complementing improved communications on vehicle driving and training packages. Options such as parking sensors are being trialed. The group continually seek to improve against this indicator and are investigating other teaching methods including visual aids / videos to support all learning styles.

When reviewing the 29 blue light collisions it was identified that the trend for this LPI is moving forward under 10 mph, as 17 of the collisions (58%) were in this category. We had 4 collisions that occurred when travelling forward over 10 mph, 3 collisions occurred whilst moving forward with the speed unknown, due to CCTV reporting anomalies. The other 5 collisions all occurred whilst reversing under 5 mph.



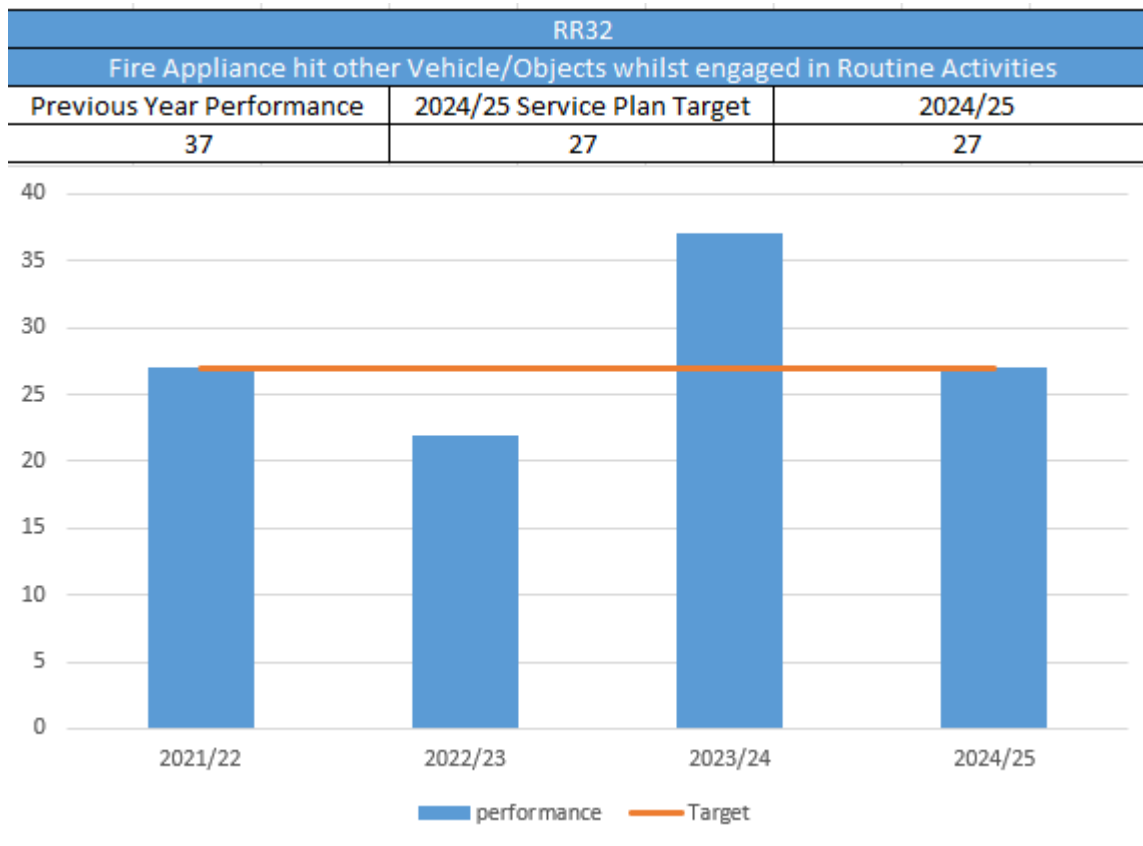
The Service introduced 53 newly qualified Emergency Fire Appliance Drivers (EFAD) in 2024/25.

Communications from the Health and Safety department are circulated, highlighting the identified trends and areas of learning with the aim of reducing the number of incidents.

Station-based Station Managers (SM's) work closely with supervisory managers and staff to help educate and monitor Service drivers. Findings are discussed via monthly standardisation meetings and actioned through the RRRG. Improved working relationships and a culture of trust, support and education have been recognised as the key factor in reducing collisions. Staff are offered supportive goals and monitoring which will aim to reduce the causes of collisions while improving overall driving standards.

This has been one of the primary objectives of the Health and Safety department and we are proud to report the overall reductions in collisions for the financial year.

Fire Appliance Hit Other Vehicle/Object Whilst Engaged in Routine Activities



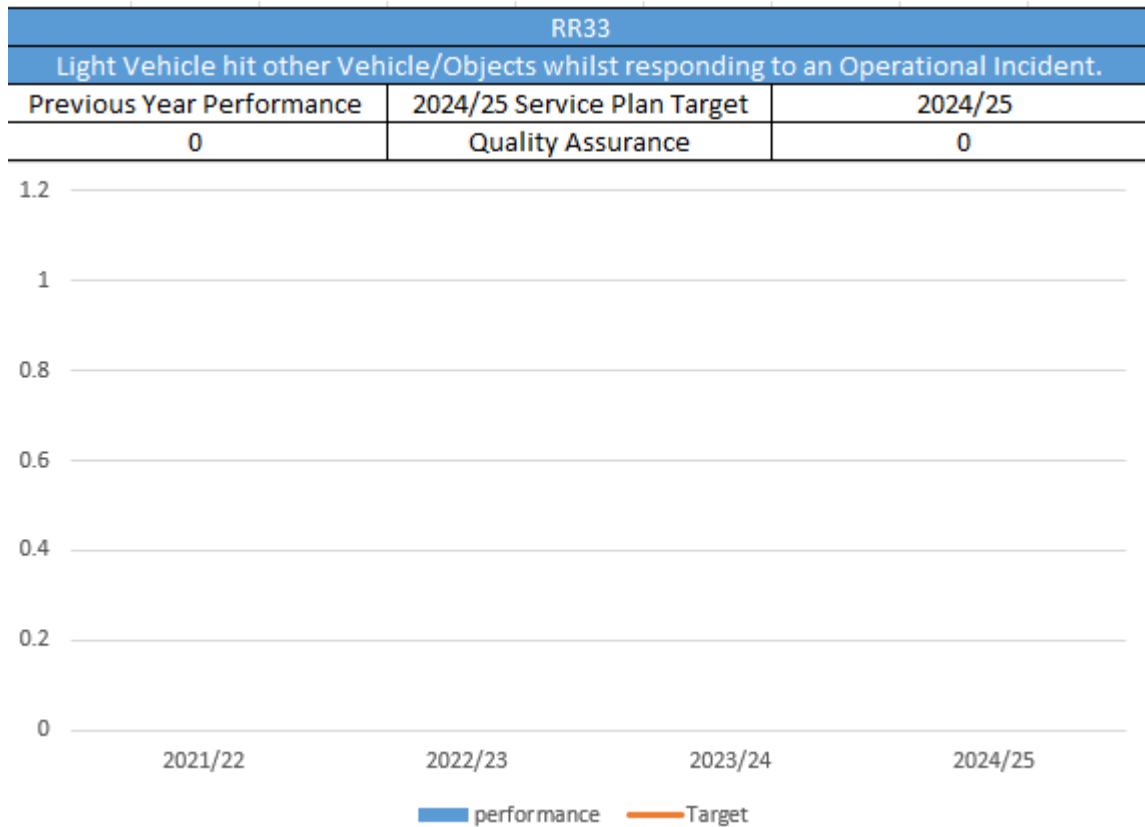
MFRA fire appliances were involved in 63,540 routine movements in 2024/25. The total number of appliance collisions whilst engaged in routine activities was 27. This is a decrease of 10 in comparison to last year and is at the SPT.

Similar to blue light collisions, the trend for this LPI is moving forward at a low speed with 19 (70%) of the collisions occurring under 10 mph whilst moving forward. The Service had 2 collisions, which occurred at speeds above 10 mph. The other 6 collisions all occurred whilst reversing under 5 mph. The RRRG review all incidents of collision for this indicator and provide support to line managers and drivers through support plans, progress reports and evidence supplied via the Health and Safety Management monitoring system.

The Service has progressed 48 new LGV drivers into the operational environment during the 2024/25 period. There is no significant indication that the new driver cohort have

disproportionately contributed to the overall reported figure, as the collisions are spread in equal measures across drivers with a range of experience.

Light Vehicle Hit Other Vehicle/Object Whilst Responding to Operational Incident



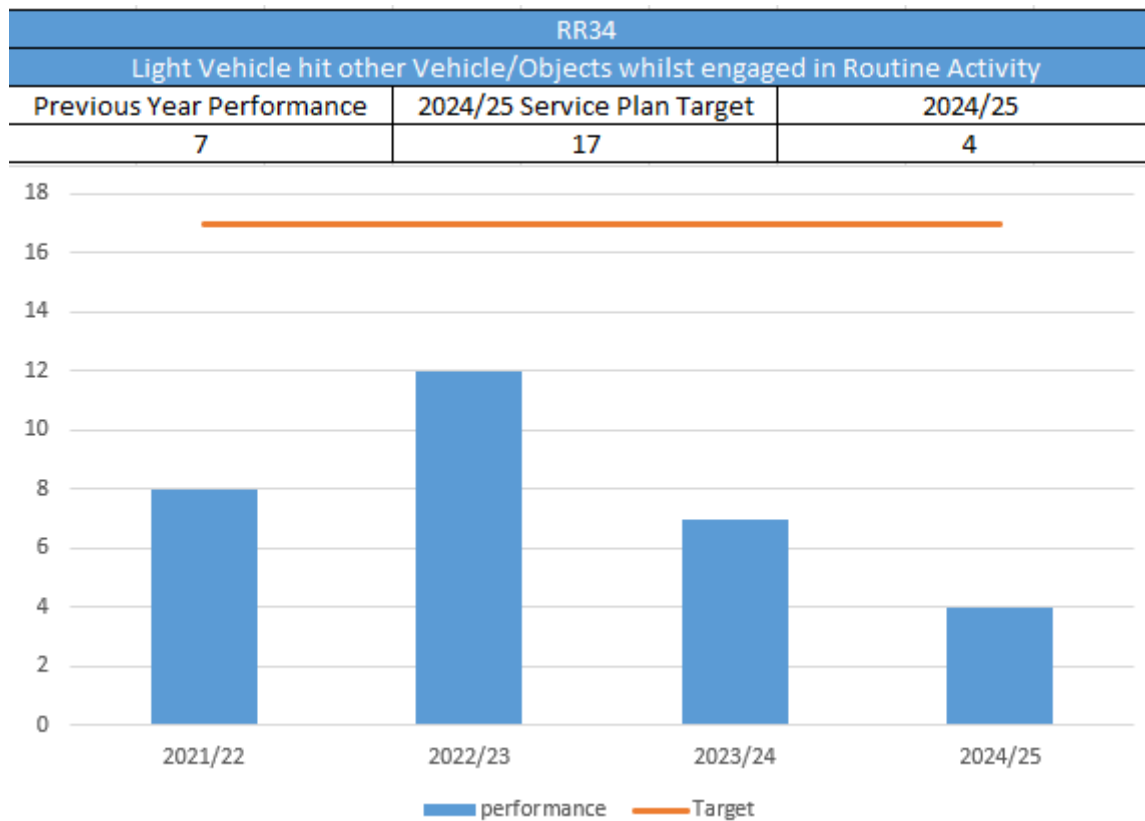
This category covers the blue light response by the Service in light vehicles, which is generally the Senior Officer group during emergency response activity. This category is not aligned to a target but is monitored for trends.

Senior Officers mobilised to operational incidents on 4,713 occasions in 2024/25. For the ninth year in succession, there have been no collisions recorded in this category. All senior officers attend Emergency Light Vehicle Driving (ELVD) training refresher days once every two years.



Light Vehicle Hit Other Vehicle/Object Whilst Engaged in Routine Activity

The number of vehicle collisions involving light fleet vehicles was 4, a decrease of 3 on the previous year. This LPI has seen a three yearly reduction in collisions.

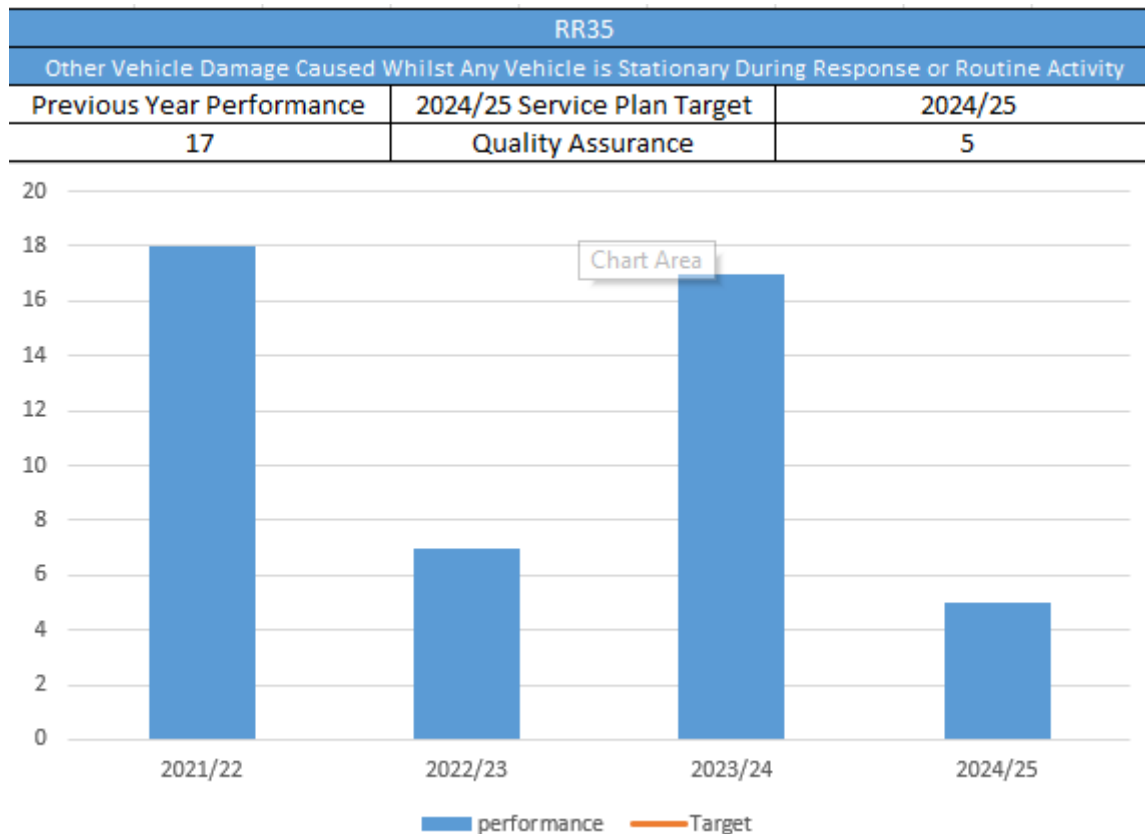


In analysing the data for trends, 1 of the 4 collisions (25%) occurred whilst moving forwards, while 3 (75%) occurred during reversing. All collisions in this category occurred at speeds below 5 mph. To qualify to drive a Service vehicle, staff must have a full and valid UK licence which is recorded via MFRS training driving school staff. In addition to training and validation, they must also complete Service medicals and be of sufficient capability to operate vehicles.

This category has been consistently under target for the previous 6 years.

Other Vehicle Damage Caused Whilst Any Vehicle is Stationary during Response or Routine Activity

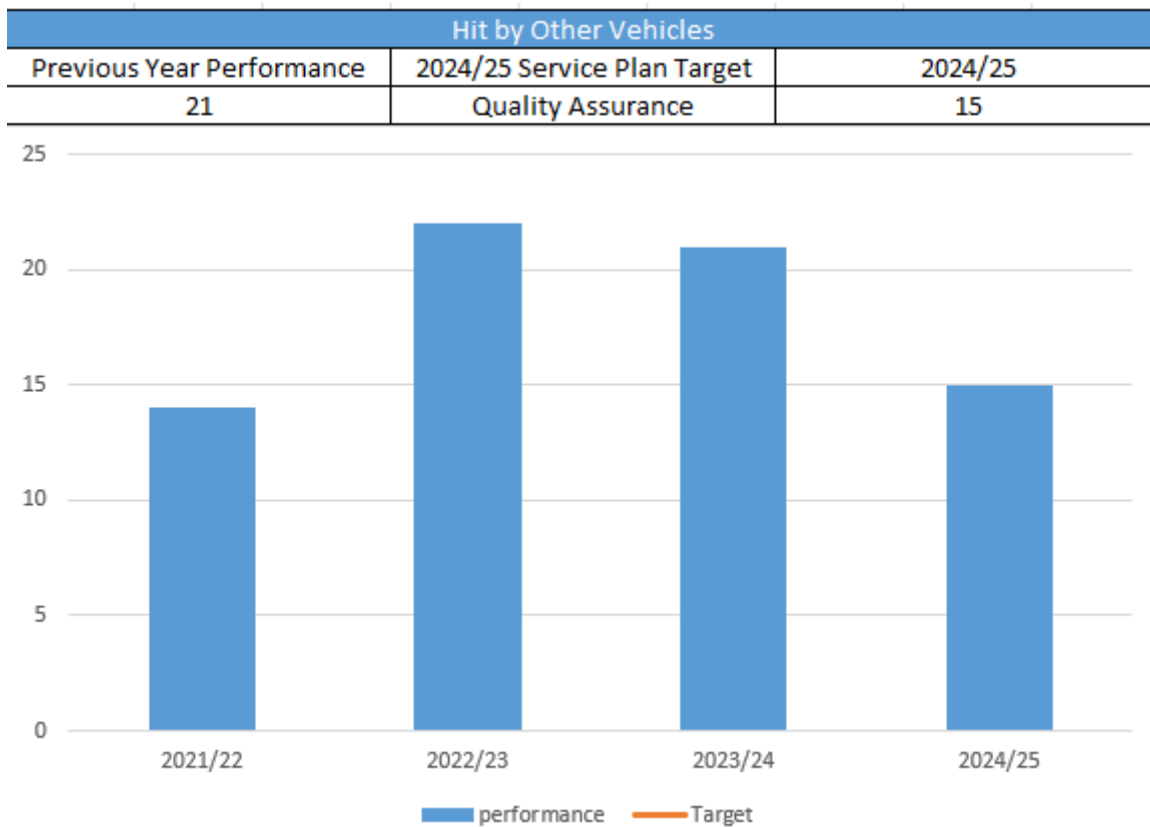
This category was introduced in April 2019 to capture vehicle damage which was not caused by a collision, for both fire appliances and light vehicles. This category is not given a target but is monitored for trends.



There have been 5 reports of vehicle damage whilst the vehicle is stationary during 2024/25. Investigative evidence such as Service or local CCTV, driver statements, logbooks and vehicle inspections are used to determine root causes where possible. Whilst often difficult to establish a cause, the H&S Department proactively investigate all vehicle damage.

This type of vehicle damage is often only picked up at the time of taking ownership of vehicle, when conducting an 'A' routine inspection or when the vehicle attends Workshops.

Service Vehicle Hit by Other 3rd Party Vehicle



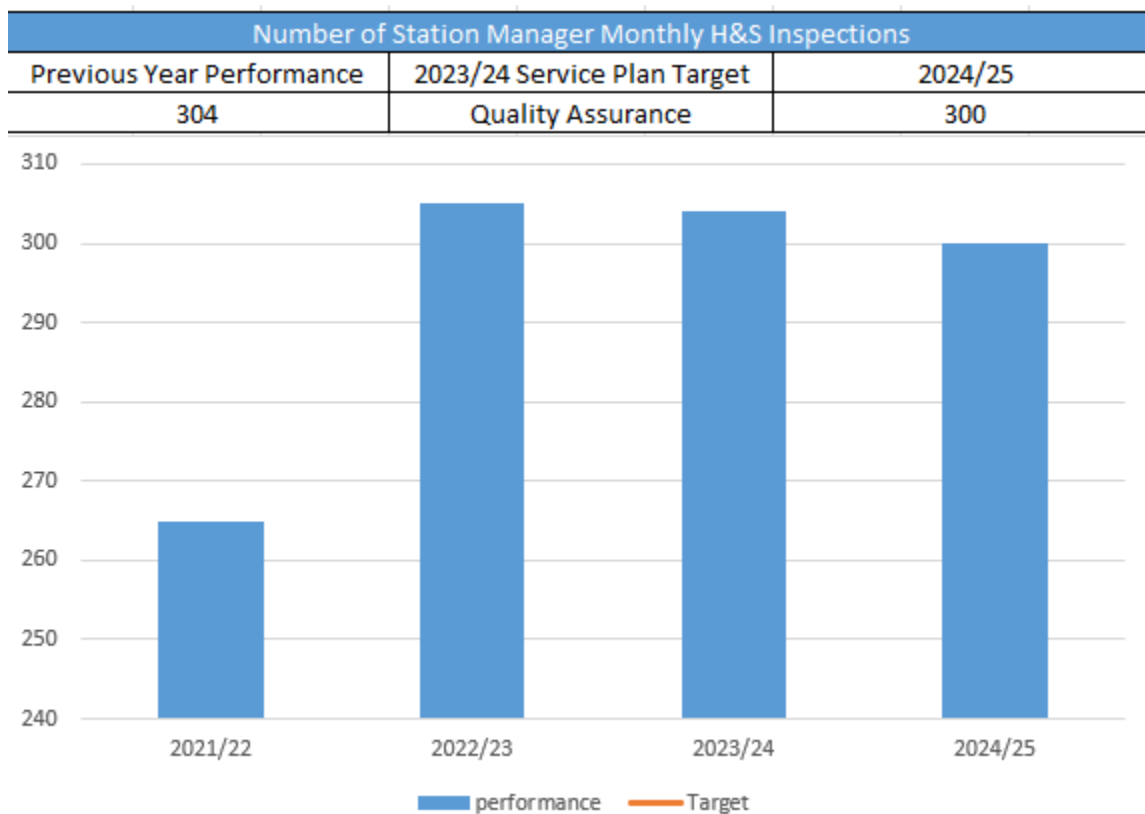
The RRRG monitors all collisions involving Service vehicles where a 3rd party has been at fault. There were 15 collisions during 2024/25 which is decrease of 6 from last year.

3rd party collisions are closely monitored by the H&S Department to ensure the welfare of staff members involved is looked after.

Collisions where a Service vehicle is hit by a 3rd party are discussed during each RRRG meeting.

Number of Station Manager Monthly H&S Inspections

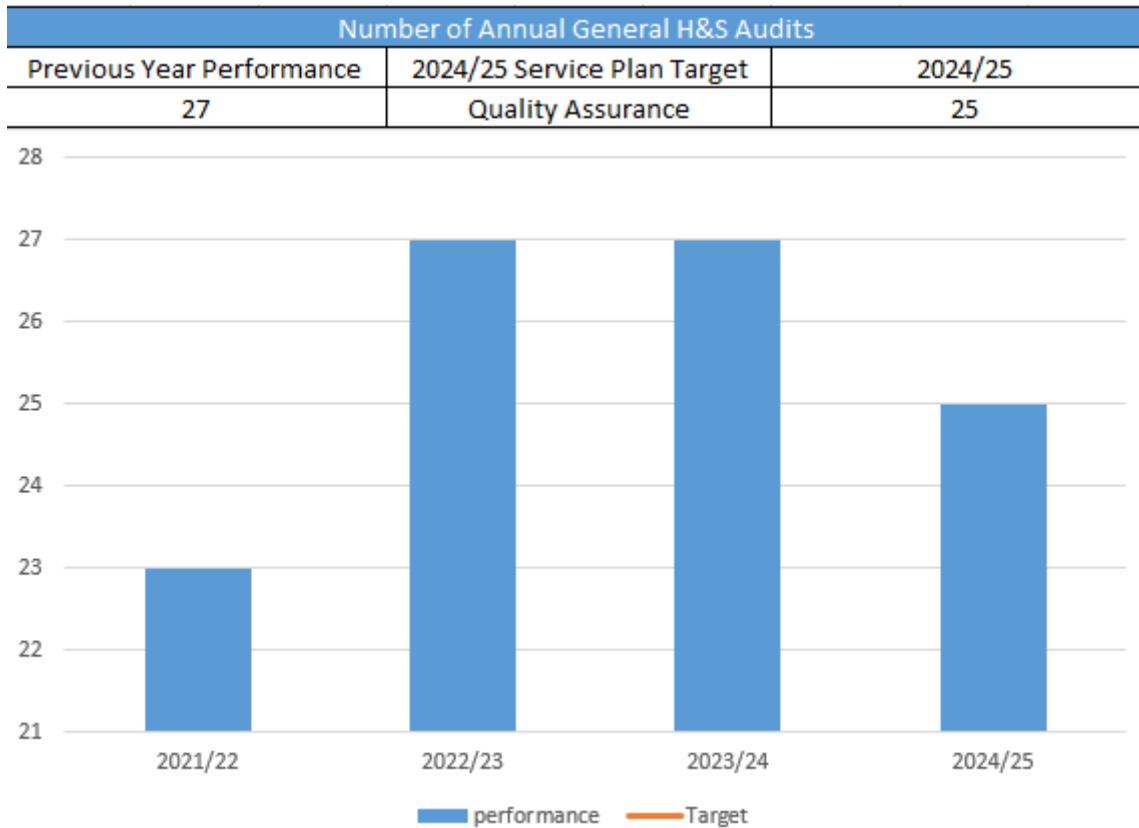
The Station Manager's Monthly Health & Safety Inspection monitors station records, operational readiness, station accommodation and preparedness of appliances and equipment. The Inspection is recorded as a management audit on the OSHENS software and monitored by the Health and Safety department. There is no target for this indicator, it is quality assurance only. This group also includes monthly inspections completed at Vesty Road / Workshops and TDA.



For the period of 2024/25, there have been 300 Station Manager H&S Inspections. No significant trends were identified from the inspections. The fact that no significant trends were identified is a positive. However, it is important to continue with regular inspections to ensure that the required safety standards are maintained.

Number of Annual General H&S Audits

The Health and Safety department have the responsibility of carrying out General H&S Audits annually across the 25 MFRS sites. There was a reduction in the number of sites due to the opening of the new TDA and the subsequent relocation of NR / ISAR from Unit 5a Vesty Road. The number of Community Fire Stations was reduced followed the combining of Aintree (Long Moor Lane) and Croxteth to the new Aintree Community Fire Station.



Findings from all audits are logged through the normal fault reporting process to the relevant facilities management company and staff are encouraged to report issues with immediate safety implications through the OSHENS near miss/safety observation software. All findings are then considered and reported through the Workplace Review Group for discussion on a six-weekly basis.

Welfare Performance

The Health and Safety department work closely in conjunction with Occupational Health to support the robust welfare arrangements that are in place for members of staff. MFRS staff operate in diverse roles and not only are required to maintain high levels of fitness but will occasionally be exposed to traumatic situations. Occupational Health provide mental and physical health support and have the expertise to refer staff to specialist care when appropriate. MFRS utilise Critical Incident Stress Management (CISM) trained officers to defuse and debrief staff following operational exposure to traumatic or difficult experiences and can request further counselling through Occupational Health Services.

As an overview for the period 2024/25, MFRS have completed the following:

Occupational Health Appointments:

There was a total of 1,787 Occupational Health medical appointments undertaken in the financial year 2024-2025. These can be broken down into:

Health Screenings (Operational Staff)	149
LGV medicals	34
Early Intervention	248
Management Referrals	84
Uniformed pre-employments	72
Non uniformed pre-employments	51
Other (Long term sick review/Clinical Check/Other duties reviews etc.)	1,149
Total medical appointments	1,787

Additionally, through Occupational Health, referrals for the following were made:

MRI/Scan Referrals	11
Physiotherapy appointments	459
Fitness Tests	551
Nutritionist appointments	68
Safety Glasses issued	9
Eyesight vouchers issued	30
Ill Health Retirements (Non-Ops)	3

As referenced above, the CISM mechanism has resulted in the following:

Critical Incidents (CI) declared	135
CI Defusing sessions	175
CI Debriefs (elevated support)	13

The Occupational Health team provide professionally trained counsellors. During 2024/25, the following sessions were provided by the staff below:

Kelly Patterson (Internal Counsellor)	249
Vicky Moore (External Counsellor)	163
Janine Unwin (External CBT)	172
Claire Crilly (Internal Counsellor)	53
Kelly McAvoy (External Counsellor)	55
Total therapy appointments	692 Sessions

The welfare support offered by MFRA, contributes to overall staff wellbeing in the workplace and provides an encompassing level and range of services to ensure that the physical and mental health of employees is sustained.

Reducing Exposure to Contaminants Project:

MFRA recognise the reported findings of recent years in relation to the activity of firefighting being deemed a “carcinogenic” risk. The Health and Safety department have a dedicated Station Manager lead who has, in conjunction with the Health and Safety Manager, made significant progress in this area. Highlights of progress for 2024/25 include:

- Zoning of community fire stations to further reduce residual risk of exposure to contaminants.
- Production of Service Instruction 0998: Reducing Exposure to Fire Contaminants.
- Introduction of a monthly “Reducing Exposure” station inspection. This is to quality assure that guidance is being followed.
- Appointed SM lead.
- MFRS being embedded in the regional NFCC group.

We will continue to work with internal and external stakeholders including, Representative Bodies and the NFCC North-West contaminants working group, in our response to reducing exposure. The North-West region, as part of the NFCC project into contaminants will focus specifically on training and competence in this area.

A Look Forward to 2025/26

The Health and Safety department will use the findings of this report to continue to effectively manage performance and strengthen the positive H&S culture that already exists within the organisation.

We will:

- Look to further reduce the number of work-related accident & injuries, and any associated absence.
- Continue to maintain the positive culture of Near Miss reporting.
- Use an intelligence led approach and data analysis to help minimise appliance collisions, with a real focus on collisions during blue light response.
- Assess the use of parking sensors on trial at Kirkdale Community Fire Station. The trial is now in phase 2 following assessment of the initial phase. At the end of the trial, we will evaluate feedback from the station and assess the suitability of the system and a potential roll out to further appliances.
- Continue to engage and support H&S representatives at Service locations, and those of Trade Unions, to achieve Organisational and Departmental objectives and common H&S goals.
- Ensure learning identified through H&S related incidents is used to improve the safety of staff.
- Work closely with H&S practitioners through established NFCC Regional and National structures, ensuring shared learning and understanding of H&S matters.
- Monitor compliance and adherence to policies and procedure, through Ops Assurance with the aim of reducing exposure to fire contaminants.

Furthermore, and in line with the Operational Response Functional Plan (FDP), we will work to achieve in the following areas:

- **OSHENS System:** Work with Data & Technology Department to Procure a Suitable Health and Safety Software System. Engaging with internal and external stakeholders to establish the most appropriate product / solution and route to market.
- **Develop and Deliver Health and Safety Training:** Further enhance staff's knowledge / competence of HS&W before, during and after incidents in line with the NFCC leadership framework (leading self, others, function, and service)

GM Craig Whitfield - H&S Manager



SM Kev Hollis - H&S Team

