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SHE Training for Technical Early Careers Course



SHE Training for Technical Early Careers Course:

A single page summary

Background

- STFC undertakes a wide range of science and engineering activities which frequently involve one or more significant hazards.
- Against a backdrop of a good safety performance, STFC is strongly aware of the dangers of complacency and is committed to the achievement of continuous safety improvement through the implementation and improvement of its safety management systems
- STFC strives to exceed the minimum requirements of the law and is committed to the development and use of best practice
- STFC expects and requires the full cooperation of all staff in achieving a positive safety culture and continuous improvement in safety performance

Three Important messages

- STFC Health and Safety Management Arrangements delegations and the requirements of the safety codes are relevant to ALL staff. Know how the delegations and codes apply to your individual circumstances and implement their requirements.
- Risk Assessment is fundamentally important – be proactive in knowing which existing RAs apply to you and what new RAs are required. Implement the control methods they contain.
- Always act within your training and competency

Observation

- SHE related activity needs to be proportional to the magnitude of the risks that it is deployed to control.
- SHE activity is most efficient when it is dealt with as an integral part of any work related activity

STFC SHE Training for Technical Early Careers Course

Outline programme

**** Please note timings are approximate and will be adjusted to suit progress through the course material ****

09:00 to 09:45	Directors introduction Introduction and course programme
9:45 to 10:45	Motivation and the SHE Management System UK and STFC SHE performance overview
10:45 to 11:00	Break
11:00 to 12:30	STFC's Safety Management System and Arrangements SHE Code relevance exercise SHE Code review exercise
12:30 to 13:00	Lunch
13:00 to 15:00	Code structure summary SHE Website Risk Assessment
15:00 to 15:15	Break
15:15 to 16:45	Training needs analysis Safety culture, behaviour and leadership Course assessment



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STFC SHE Training for Technical Early Careers



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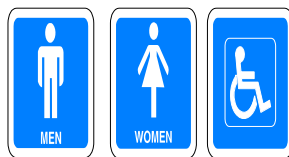
Introduction

Director introduction



Slide 3

Domestic arrangements



OK!!



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Course introductions

- Name
- Job description
- Safety management responsibilities and/or hazards you work with
- Any specific safety issues



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Overall aims of the course

- This course is all about:
 - Safety, Health and Environment within the STFC
 - STFC SHE Management and IT Systems
 - STFC's Expectations
 - Raising awareness of STFC's safety culture
- This course is specific to STFC's systems and requirements



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Significance of SHE training

- You have the potential to become STFC's future Leaders
- You will define and create the STFC's future SHE Culture
- The standards you develop now are the standards you will keep
- Do not be influenced by poor standards of others



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The course

- Is designed to be of direct practical relevance to you when you return to your workplace!
- Action Logs are provided to keep a record of things to be done on your return to the workplace
- Laptops are provided to allow thorough exploration of the on-line SHE resources available to you in STFC
- Please make use of this opportunity!



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Learning outcomes

- Appreciate STFC SHE performance in a UK context
- Recognise the motivations for good SHE management
- Understand the structure of the STFC SHE Management System and its regulatory context
- Review the requirements of selected STFC SHE codes
- Recognise the common structural elements of the codes and the common compliance strategies
- Appreciate the need for risk assessment for your activities
- Understand your SHE training needs
- Appreciation of health and safety culture and its importance for exceptional performance



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Course assessment

- There will be two assessments, as follows:
- The course will finish with a 30 minute assessment -
 - Completion of a multiple choice questionnaire on the main elements of the course
 - The course pass mark is 70%
- You will have 2 weeks from the date of the course to submit your Course Workbook to your SHE Training Administrator for moderation.



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STFC SHE Performance and Motivation for SHE Management

Motivations for safety management

- We need to – moral and aspirational reasons
 - The desire to protect anyone from injury, pain, suffering and loss of life stands on its own as a humanitarian goal
 - Organisations understand that their staff are their most important asset and that they have a moral obligation to prevent unnecessary suffering and loss of life
 - Poor health and safety management will reduce both quality of life for staff and business efficiency



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STFC H&S – our aspiration

- Encourage a culture of safe working, believing all injuries etc. are preventable.....
- Comply with the spirit and letter of health and safety laws.....adopting the accepted best practices of comparable organisations
- Understand SHE performance, communicate and discuss with staff..... and openly drive continuous improvement



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Motivations for safety management

- We have to – legal reasons
 - All UK organisations are required by law to actively manage the risks due to their activities
 - Responsibility for legal compliance rests firmly with the employer
 - Failure to meet legal requirements may lead to action under either Civil or Criminal Law
 - Legal requirements extend to individuals as well – we all have a responsibility to keep ourselves and our colleagues safe



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Financial

- The latest HSE estimate of the cost of occupational injury and ill health to the UK economy is for FY23/24:

- Total : £22.9 billion
- Ill health : £16.4 billion
- Injury : £6.5 billion
- UKRI budget 25/26 = £9.22 billion
- STFC budget 25/26 = £835 million



[Statistics - Costs to Britain of workplace injuries and new cases of work-related ill health \(hse.gov.uk\)](https://www.hse.gov.uk/statistics/costs-to-britain/)

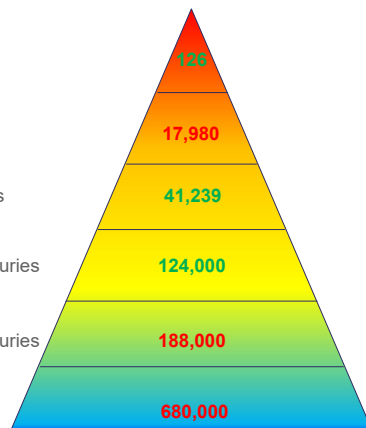


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UK injury data 24/25

(HSE and ONS statistics)

- Fatal injuries
- Reported major injuries
- Reported >7 day injuries
- Self reported > 7 day injuries
- Self reported > 3 day injuries
- All self reported injuries



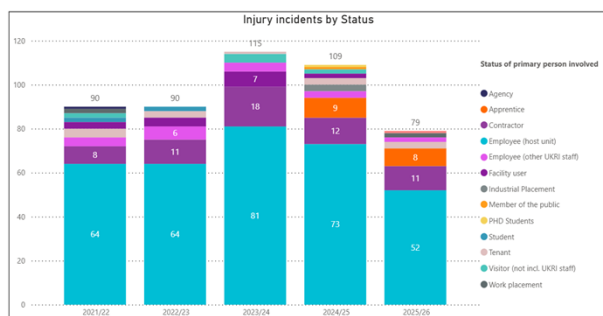
Overview on injuries in the UK

- Fatalities - Long term downward trend slight decrease this year
- Employer Reported injuries - Long term downward trend has levelled off
- Self reported injuries – Slight upward movement this year
- Fatal injury statistics are dominated by:
 - falls from height
 - struck by moving vehicles
- Non-fatal statistics are dominated by:
 - Slip, trip and fall (30%)
 - Handling, lifting and carrying (17%)

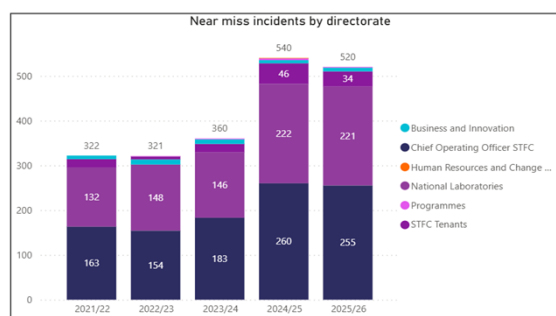
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STFC Incident data

Injuries

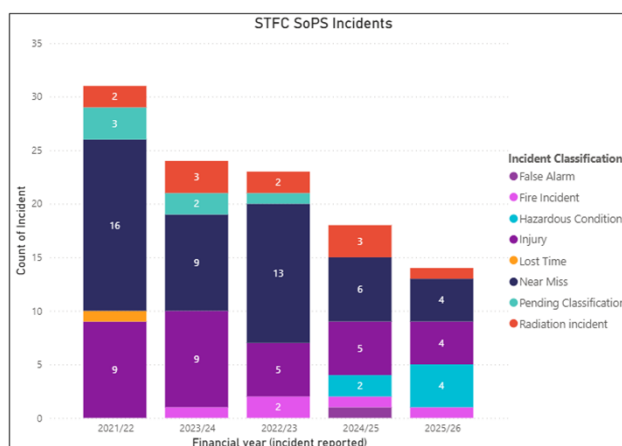


Near misses (learning opportunities)



Serious or Potentially Serious Incidents (SoPs)

- Incidents (injuries, near misses, vehicle incidents, fire incidents) that **did, or had the reasonable potential to result in significant and permanent harm** to staff, contractors, tenants, users, visitors at STFC sites or for staff while travelling and working on Council business away from STFC sites



Exercise 1: Incident examples

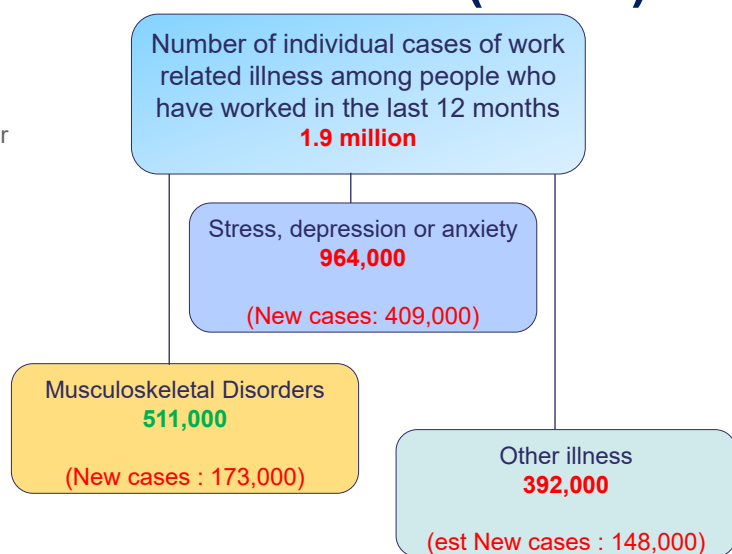
A review of some STFC incidents and identification of key management themes which may have caused the accident, and may need addressing

Self reported work related illness (24/25)

Deaths due to work related illness:

- Around 13,000 deaths/year due to past exposure at work primarily to chemicals or dust
- Approx.
 - 4400 asbestos related diseases.
 - 3850 due to Chronic Obstructive Pulmonary Disease
 - 2530 non-asbestos related lung cancers
 - 330 other long latency diseases
- Estimated 11,000 new cases of breathing or lung problems caused or made worse by work each year.

[Occupational Lung Disease statistics in Great Britain, 2025 \(hse.gov.uk\)](https://www.hse.gov.uk/occupational-lung-disease-statistics-in-great-britain-2025/)



STFC Occupational Health Service

[New Sharepoint site](#) which explains the Occupational Health service

OH

Occupational Health in STFC

Occupational Health is made up of:

- Health screening – ensure staff are fit to perform certain roles, e.g. drive a Forklift Truck;
- Health surveillance – staff who work with known hazards, e.g. working in a noise control area, with ionising radiation, or with chemicals which are known skin/lung sensitisers
 - [See [Appendix 1 of SHE Code 24](#) for more information]; and
- Advice to line managers managing staff with either: known health conditions, e.g. epilepsy; or a newly emerging health condition which impacts on their ability to fulfil their role, e.g. work-related stress, musculoskeletal issues, post surgery, etc. (management referrals).

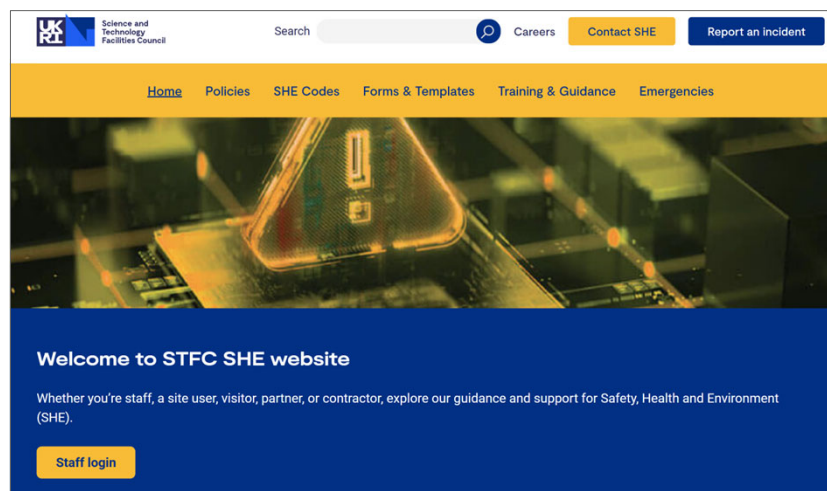
Occupational Health is managed by SHE Group, in close communication with HR. The service is provided by a contractor. All management referrals are processed by HR. See [Sharepoint site](#) for Management Referral blank forms and guidance.



- OH queries for all sites should be directed to: ohc@stfc.ac.uk, x6666
- STFC Contract Manager: laura.davies@stfc.ac.uk

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Don't forget your SHE Website (a one-stop shop for guidance on all SHE topics)



New First Aid Sharepoint site

A new Sharepoint site for First Aid has been launched providing information on how the first aid service runs on STFC sites. First Aiders are on the SHE Directory. For more information, contact: Laura Davies, SHE Group

Mental Health first aiders/wellbeing allies are managed by UKRI, Link at bottom of front page. Contact: WellbeingTeam@ukri.org for more info.

Mental Health

The Health and Safety Executive (HSE) recently updated its guidance to emphasize employers' responsibilities in considering employees' mental health during their first aid needs assessment. This means workplaces need to assess and address mental health risks alongside physical risks.

STFC Mental Health First Aid is managed by the UKRI Wellbeing team. To find out who your local Wellbeing Allies and Mental Health First Aiders are, see the QR code below or go on [The Source/Working as UKRI/Our Wellbeing/Allies and Wellbeing Allies/Grads](https://www.ukri.org/Wellbeing/Allies-and-Mental-Health-First-Aiders)



STFC First Aider Information Home Key Documents Pages Site contents Edit

Welcome to the STFC First Aiders Information & Guidance Hub

A First Aid Needs Assessment has been written for each site. New first aiders are recruited when an identified need arises. New recruits are agreed by SHE, Dept Safety Contact and senior management. If you would like to register your interest this can be kept on file in case any need arises in your area.

Contact: phc@stfc.ac.uk

If you have any questions, please ask.
Contact Laura (SHE Group)

Site specific First Aid information

Daresbury Laboratory
Learn more →

Rutherford Appleton Laboratory
Learn More →

Royal Observatory Edinburgh
Learn more →

Further information, useful links and forms

- Process for dealing with first aid incidents
- Contents list for First Aid boxes and grab bags
- Treatment for electric shocks
- First Aid Treatment Form Proforma
- SHL Code 36: Management and Provision of First Aid
- Training Requirements
- Form to complete when treatment is refused (Against...)
- Treatment of HF burns
- First Aid Frequently Asked Questions
- Treatment of cryogenic cold burns and asphyxia

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Fire Risk Management Sharepoint site (new)

A single source of all fire safety information including fire policy and codes, Fire Risk Management Strategy, building fire risk assessments, building fire coordinator hub and more.

Any questions, please contact:
FireSafetyRAL@stfc.ac.uk



Fire Risk Management Hub Fire Risk Management Strategy Fire Policy & Codes Fire Safety Training Building Fire Coordinator Advice & Newsletters

Welcome to the STFC Fire Hub

Welcome to the Fire Hub, where you can find all of STFC's Fire Risk Management & Fire Safety information, including all key documents. This is a new site, so if there is anything else you would like to see on here, or you have any fire safety related queries, please let us know.

If you have any questions for the Fire Risk Management team, click below.
Email

STFC Fire Risk Management Strategy 2024 - 2026
Learn more →

Fire Policy & Codes

Fire Safety Training

Building Fire Coordinators

Fire Safety Advice Notes & Fire Newsletters

For Any Site Specific Fire Risk Management information please follow the links for each respective site below:

Rutherford Appleton Laboratory
Site Specific Fire Information →

Daresbury Laboratory

Royal Observatory Edinburgh

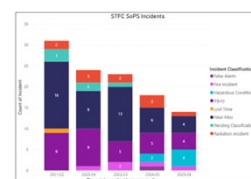
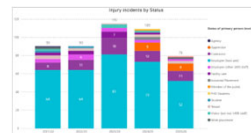
Chilton Observatory

Boulby Underground Laboratory

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Conclusions for STFC – Improvement?

- No long term improvement in injury rates
 - Injury rates are around UK industrial averages
 - A majority of incidents are “no injury” – opportunities for learning
 - Improvement of SoPS incidents back toward historic rates (high hazard environments are not uncommon in STFC)
- Danger of complacency?
- However, plenty of scope for improvement remains and STFC’s SHE management system is the primary tool to achieve this
- Success in its use will always depend critically on the attitude and commitment of staff and managers at all levels - culture



Regulatory Framework and the STFC’s Safety Management System

The legal requirement for a safety management system

- An explicit legal requirement from the Management of Health and Safety at Work Regulations 1999 Regulation 5:
 - “Every employer shall make and give effect to such arrangements as are appropriate having regard to the nature of his activities and the size of undertaking for the effective planning, organisation, control, monitoring and review of the preventative and protective measures”
- HSE Guidance is within HSG 65 ‘Managing for health and safety’

Management system requirements summary

- Written health and safety ‘policy’
- **A documented safety management system**
- Risk assessment
- Access to competent H&S Advice
- Provision of information on risks and means of protection
- Instruction and training
- Adequate and appropriate supervision
- Consultation

UKRI Health & Safety Policy

- Top level aspirational statement and summary of goals and standards signed off by the CEO
 - SHE management delegations to all UKRI managers – emphasis on SHE management being integral to project and line management
- UKRI have a set of top-level H&S Codes
- STFC has its own H&S Management Arrangements
- STFC SHE codes will remain the primary implementation for STFC SHE management



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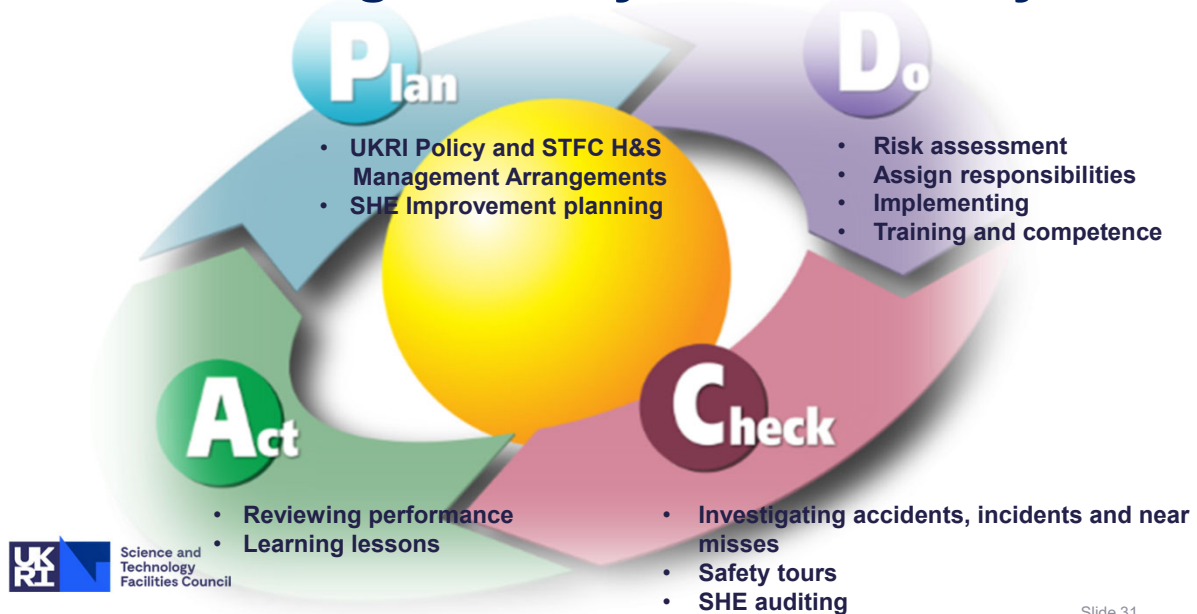
Exercise 2: H&S Management arrangements

- Review of structure and content of the H&S Management Arrangements document
- Consider the Responsibilities of Managers (Section 3.2) in the context of your own work
- Assess the strengths and weaknesses relating to these responsibilities in your own work environment.
- Use the handout to make notes against each one
 - The management responsibilities tell you what you have the right to expect from your line manager
 - The staff responsibilities apply to everyone – including you



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SHE management system PDCA cycle



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STFC SHE management system components

- **UKRI Policy and STFC Management Arrangements**
 - Overview and standards, responsibilities and arrangements
- **STFC SHE Codes**
 - A reference library of over 41 codes covering all aspects of SHE management at STFC
- **Site and Departmental specific safety arrangements**
 - Department SHE Committees
 - Project and activity specific requirements e.g. safety handbooks, safety instructions, specialist safe systems of work, permit to work systems etc.
- **Line Manager interaction for every individual in the organisation**
 - Risk assessment, training and SHE leadership

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SHE Codes

- Written to be compatible with current legislation
- Contain the definitive information on responsibilities and processes adopted by STFC to ensure compliance with SHE legislation
- Are designed to provide STFC staff with all the information they need without interpreting the legislation themselves – a ‘one stop shop’
- They are Mandatory



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SHE management system

- The SHE safety management system also provides:
 - SHE Office Essentials - a short and simple SHE guide for managers of staff (and non-staff) who work in offices
 - Departmental safety committees, which play an important role in the overall management of SHE by providing a forum to develop and monitor improvement actions and departmental performance
 - Clarification on the responsibilities for SHE, such as the design and maintenance of the management system by SHE Group, and implementation by line management



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Project/Facility/Experimental arrangements

- SHE Handbooks
- Health and Safety Committees
- SHE Instructions
- Specialist safe systems of work
- Customised permit to work systems



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Hazard and Risk

- Hazard
 - Something with the potential to cause harm
 - Physical, chemical, biological, ergonomic, psychological
- Risk
 - Likelihood of something happening
 - Consequences if it happens
- Likelihood x Severity



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Exercise 3: Personal safety review (Part 1)

- Using the proforma provided, make a list of three activities associated with your work and the associated hazards, and consider which of STFC's SHE Codes apply
 - Use the definitive list of codes on the SHE website
 - Which are the most important codes for your work area?
 - If appropriate, consider 'SHE Office Essentials' e.g. if you work in an office-based environment



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Exercise 4: SHE Code Review

- In groups, look at a single SHE Code and prepare a 5 minute presentation highlighting the most important information for managers, supervisors and YOU
- Group 1 : Safety and the Safe Use of Work Equipment (SHE Code 4)
- Group 2 : Working at Height (SHE Code 9)
- Group 3 : Manual Handling (SHE Code 12)



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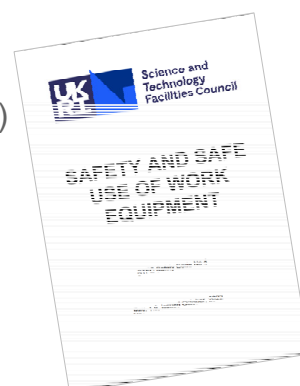
SHE Code Summary, IT System Introduction

Common elements of hazard codes

- All STFC SHE Codes are underpinned by a requirement for competence - this includes “actively” understanding the hazards and understanding you and your team’s individual limitations
- If in doubt take specialist advice:
 - The specialist may be appointed (see SHE Directory)
 - If not look internally/externally as necessary
- Get trained
 - Requirements specified in the codes
 - Courses listed in SHE training catalogue
 - Know the limits of your competence



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Common line manager responsibilities

- Line managers are responsible for the SHE Code implementation – training, maintenance, record keeping etc. and staff (you) are required to co-operate and assist
- The line manager is always responsible for the production of the risk assessment - with input from their staff who do the job (you), and external experts as necessary
- The line manager is responsible for implementation of risk assessment controls and their staff (you) are required to adopt them and to co-operate in implementing them



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Common staff responsibilities

- Co-operate in the production of risk assessments – see later
- Work in accordance with the control measures identified
- Draw attention to any perceived shortcomings
- Report incidents and near misses
- Look after colleagues and visitors



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Main contacts for specific hazards

Hazard	SHE Codes	Main contact
Radiation	29,28,21,14	Radiation Protection Advisor
Laser	22	Laser Responsible Officer
Pressure/Vacuum system	33	Nominated Engineer
Biological	16	Biological Safety Officer
Electrical	34	Authorising Electrical Engineer
Chemical	37	CoSHH Assessor
Lifting	26	LOLER Manager
Any uncertainty	??	Line Manager, SHE Group or SHE Directory https://staff.she.stfc.ac.uk/Pages/Staff/SHE-Directory-and-appointments.aspx

Exercise 5: SHE Code 8 bite size

- Use the laptops to complete the bite size introduction to SHE Code 08 : Travel on Council Business
- In reported road collisions in Great Britain in 2025 there were an estimated:
 - 1,538 fatalities, -4% compared to 2024
 - 29,918 killed or seriously injured, +4% compared to 2024
 - 127,883 casualties of all severities, a slight decrease compared to 2024



[Reported road casualties in Great Britain, provisional estimates for 2025 - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Exercise 6: SHE Website familiarisation

- Take a brief guided tour of the STFC SHE Website
- Totara including the SHE Training catalogue
- SHE Directory
- Evotix Assure
- Complete the SHE Website quiz



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Risk Assessment

The importance of risk assessment (RA)

- We all perform risk assessments on a daily basis, e.g. crossing a road or when driving a car - we work out mentally what can go wrong and which actions we will take to avoid this happening
- At work, this process must be documented as it is a **legal requirement**, and STFC can be prosecuted by the HSE for either having no RA or the RA not being 'suitable and sufficient'
- RA is about foresight and planning, what can go wrong and how will I prevent this from happening - a good RA will prevent incidents
- For this reason, RA is the basis of the STFC SHE management system.
- There are many different types of Risk Assessment, e.g. Activity, On-The-Job, CoSHH etc.



SHE management system PDCA cycle



How does STFC 'make it so'?

- STFC SHE Code No 6: Risk Management
- Training: Any staff involved in either writing or reviewing the quality of RAs must attend the RA Awareness course (2hr duration) provided by SHE Group
- STFC have a proforma on their website which all staff should use to complete a risk assessment
- RA works best when it is a group activity so all hazards are identified and staff have 'buy in', however, the **Line Manager** has overall responsibility



HSE 5 steps to risk assessment



Definitions - Hazard

- A hazard is any activity or object that has the **potential** to cause **harm** to people or the environment.
- Examples:
 - Working at height
 - Manual handling
 - Working with syringes
 - Driving a fork lift truck
 - Operating 3D printer
 - Use of mains electricity to power 'x' equipment
 - Working with liquid nitrogen
 - Working 'out of hours'
 - Working from home

Clue: A hazard never sounds painful!



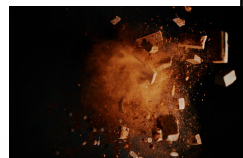
You will need to research your hazards to identify all significant hazards. You can use: observation of activity; operator consultation; websites, e.g. HSE; Manufacturer's instructions; internal/external experts; incidents/near misses; etc.

Who might be harmed and how?

- Staff (trained and untrained)
- Contractors
- Visitors
- Members of the public
- Apprentices
- Children (under 18s – gold plated)
- People who share the workplace
- People with disabilities (PEEP?)
- Pregnant ladies or New Mothers
- Night shift workers or 'out of hours' workers



- How the hazard could cause injury. In order to be **specific**, detail the pathway to the body, e.g.:
 - Skin contact causing burns
 - Hit by projectile after explosion
 - Asphyxiation after inhaling nitrogen
 - Cut by sharp object
 - Absorbed through skin, etc.



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Risk prioritisation

- Risk is the likelihood that a person may be harmed or suffers adverse health effects if exposed to the hazard.
- Risk is a function of both the **harm** and **likelihood** of a specific hazard being realised

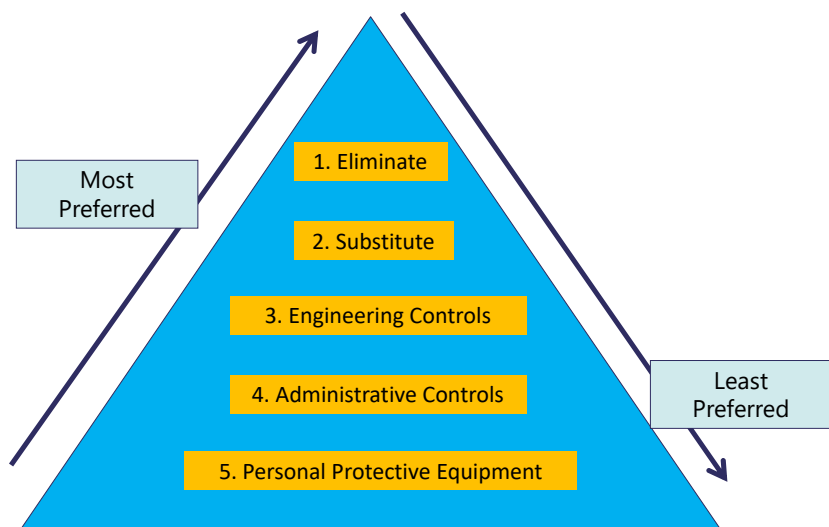


		If control measures are not adhered to potential harm is likely to be:				
Harm	Major	Fatality	High	High	V High	V High
	High	Fatality or life changing injuries or serious health effects	Med	Med	High	V High
	Moderate	Time off work, e.g. broken bones, stress or musculoskeletal injury	Low	Med	Med	Med
	Slight	Minor injury which may or may not require First-aid treatment	Low	Low	Low	Low
			Very Unlikely	Unlikely	Likely	Very Likely
			Conceivable but difficult to realise. Would require a combination of several failures	Can be envisaged but is unlikely. Never previously happened in STFC	Can be anticipated to happen. Has previously been known to happen in STFC	Can be anticipated to happen. Has previously been known to happen on site
			Likelihood			

Low Risk	No additional controls are necessary unless they can be implemented at very low cost (in terms of time, money and effort) or there is a mandatory requirement within legislation. Actions to further reduce these risks can be assigned low priority.
Medium Risk	Consideration should be given as to whether the risks can be lowered, where applicable, to a low risk level, but the costs of additional risk reduction measures should be taken into account. The risk reduction measures should be implemented within a defined time period.
High Risk	The controls put in place are critical and it is imperative that they are monitored by a line manager (or equivalent) on a regular basis to ensure they are in place. Risk reduction measures should be contemplated as per the hierarchy and favour engineering controls over administrative controls and PPE. Additional controls may require extra resources and these would be justifiable.
Very High Risk	Additional control measures must be implemented to reduce the risk, regardless of cost, or a decision taken to terminate the activity until the risk level can be reduced.

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Hierarchy of control measures



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The importance of a risk control

- You should not take part in any activity in the workplace without reading the risk assessment first, signing it to show you understand it and agree to follow the control measures listed
- The 'control measures' column is the most important, these are intended to prevent the hazards being realised
- The level of detail in the RA will be proportional to the level of risk so more info should be available for the higher risks



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What might you see in STFC?

- 'On The Job' (OTJ) pad (which supplement existing RAs), and are only to be used when adjusting or changing an existing risk assessment



- 'Evotix Assure'



Reference	Department/Division	Assessment date	Assessor name	Assessment title	Record status
1857	Digital Infrastructure	27/04/2018	Stephen Johnson	Tower Computer Room Control Measures	Record is Unassigned
1864	IT, Estates Management and Operations	26/03/2019	Jimmy McCabe	Transportation of Pressurised Gases on site and the De-Cartridge	Record is Unassigned
1512	Vacuum Solutions	15/06/2022	Adrian Hannah	VISTA Laboratory Balcony Method Statement	Record is Unassigned

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Questions on workplace risk assessments

- Have you read the risk assessments which apply to your work?
- If yes, were they easy to understand? Did you sign it?
- Have you been consulted and briefed?
- Is there a folder of RA's in each room?
- Have you been on Evotix Assure?



SC 5: Incident Reporting and Investigation

- Safety Code 5 defines the processes to be used for the reporting and investigation of incidents and the responsibilities of individuals and managers
- All staff:
 - Raise the alarm and call for assistance immediately
 - Report any incident, near miss, ill health, vehicle incident etc.
 - Inform the line manager of any incident
- Managers:
 - Ensure that any incident in your area is reported through SHE website
 - Using the guidance in appendix 4, conduct a local investigation of the incident within two weeks of the incident occurring

Exercise 3: Personal safety review (Part 2)

- Using the proforma which lists the main activities associated with your work and the SHE Codes which apply, now determine the risk assessments associated with these activities and SHE Codes on the proforma
- As per the previous slide, have you read the risk assessments which apply to your work?
- If yes, were they easy to understand? Did you sign it?
- Have you been consulted and briefed?
- **If not, make a note to talk to your line manager!**

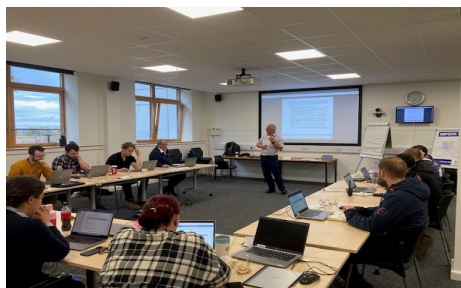


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SHE Training

SHE Code 10 - Provision of SHE training



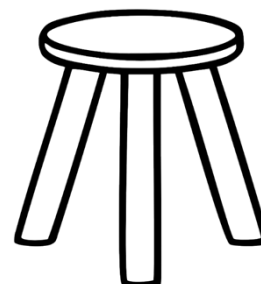
“If you do nothing else, ensuring your staff are effectively trained is perhaps THE most important action a manager can undertake to assure their safety”



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Training scope

- The provision of information, instruction and training is a core legal requirement
- Training is linked to the competence needed by all employees to do the work required
- Competence is made up of:
 - Knowledge/training (Qualifications)
 - Skills/Experience (Knowledge and Experience)
 - Attitude/Behaviours (Personal skills and Qualities)



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Mandatory SHE training

- Mandatory site-specific induction training on joining STFC which is delivered on first arrival, followed by 5 mandatory training courses for all staff, all which are refreshed 5 yearly:
 - Fire Safety
 - DSE Training and Self-assessment
 - Safe Manual Handling
 - Electrical Safety Essentials
 - Asbestos Essentials
- An additional mandatory training course on the STFC Health and Safety Management Arrangements (bite size) is required for all staff within 6 months.
- All are available on-line.



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Mandatory SHE training

- Early Careers Trainee SHE Training
- Location/activity specific training as set out in the HR Induction Check Sheet
- Management training on appointment to a first managerial role in STFC with SHE responsibility for others:
 - **SHE Management for Non-Technical (Office based) Managers** (1/2 day course, refreshed 5 yearly), or
 - **STFC SHE Training for Technical Managers** (3 days, refreshed 5 yearly with 1 day course)



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Job or hazard specific SHE training

- Role/project related training is identified by Line Managers for staff through a **Training Needs Analysis** conducted on appointment (or within 4 weeks), and reviewed annually through the appraisal process (APDR) or more frequently when required
- Two components:
 - Mandatory training as set out in the SHE Codes.
 - This training is summarised in the **STFC SHE Training Catalogue** and organised through SHE Group
 - Any other job/hazard related training.
 - Organised by line management in conjunction with SHE Group



STFC Safety, Health and Environment (SHE) Training catalogue

Code	Course Title	Duration	Frequency
1	Introduction to SHE	1 day	Annual
2	Health and Safety Awareness	1 day	Annual
3	Fire Safety Awareness	1 day	Annual
4	Manual Handling	1 day	Annual
5	Confined Spaces	1 day	Annual
6	Working at Height	1 day	Annual
7	Excavation	1 day	Annual
8	Use of Tools and Equipment	1 day	Annual
9	Use of Lifting Equipment	1 day	Annual
10	Use of Power Tools	1 day	Annual
11	Use of Welding Equipment	1 day	Annual
12	Use of Scaffolding	1 day	Annual
13	Use of Cranes	1 day	Annual
14	Use of Hoists	1 day	Annual
15	Use of Pallet Trucks	1 day	Annual
16	Use of Forklift Trucks	1 day	Annual
17	Use of Telehandlers	1 day	Annual
18	Use of Mobile Cranes	1 day	Annual
19	Use of Winches	1 day	Annual
20	Use of Slings	1 day	Annual
21	Use of Shackles	1 day	Annual
22	Use of Turnbuckles	1 day	Annual
23	Use of Ropes	1 day	Annual
24	Use of Chains	1 day	Annual
25	Use of Hooks	1 day	Annual
26	Use of Eyes	1 day	Annual
27	Use of Pins	1 day	Annual
28	Use of Washers	1 day	Annual
29	Use of Nuts	1 day	Annual
30	Use of Bolts	1 day	Annual
31	Use of Screws	1 day	Annual
32	Use of Nails	1 day	Annual
33	Use of Staples	1 day	Annual
34	Use of Glue	1 day	Annual
35	Use of Tape	1 day	Annual
36	Use of Wire	1 day	Annual
37	Use of Cable	1 day	Annual
38	Use of Rope	1 day	Annual
39	Use of Chain	1 day	Annual
40	Use of Hook	1 day	Annual
41	Use of Winch	1 day	Annual
42	Use of Crane	1 day	Annual
43	Use of Hoist	1 day	Annual
44	Use of Pallet	1 day	Annual
45	Use of Forklift	1 day	Annual
46	Use of Telehandler	1 day	Annual
47	Use of Mobile Crane	1 day	Annual
48	Use of Winch	1 day	Annual
49	Use of Crane	1 day	Annual
50	Use of Hoist	1 day	Annual
51	Use of Pallet	1 day	Annual
52	Use of Forklift	1 day	Annual
53	Use of Telehandler	1 day	Annual
54	Use of Mobile Crane	1 day	Annual
55	Use of Winch	1 day	Annual
56	Use of Crane	1 day	Annual
57	Use of Hoist	1 day	Annual
58	Use of Pallet	1 day	Annual
59	Use of Forklift	1 day	Annual
60	Use of Telehandler	1 day	Annual
61	Use of Mobile Crane	1 day	Annual
62	Use of Winch	1 day	Annual
63	Use of Crane	1 day	Annual
64	Use of Hoist	1 day	Annual
65	Use of Pallet	1 day	Annual
66	Use of Forklift	1 day	Annual
67	Use of Telehandler	1 day	Annual
68	Use of Mobile Crane	1 day	Annual
69	Use of Winch	1 day	Annual
70	Use of Crane	1 day	Annual
71	Use of Hoist	1 day	Annual
72	Use of Pallet	1 day	Annual
73	Use of Forklift	1 day	Annual
74	Use of Telehandler	1 day	Annual
75	Use of Mobile Crane	1 day	Annual
76	Use of Winch	1 day	Annual
77	Use of Crane	1 day	Annual
78	Use of Hoist	1 day	Annual
79	Use of Pallet	1 day	Annual
80	Use of Forklift	1 day	Annual
81	Use of Telehandler	1 day	Annual
82	Use of Mobile Crane	1 day	Annual
83	Use of Winch	1 day	Annual
84	Use of Crane	1 day	Annual
85	Use of Hoist	1 day	Annual
86	Use of Pallet	1 day	Annual
87	Use of Forklift	1 day	Annual
88	Use of Telehandler	1 day	Annual
89	Use of Mobile Crane	1 day	Annual
90	Use of Winch	1 day	Annual
91	Use of Crane	1 day	Annual
92	Use of Hoist	1 day	Annual
93	Use of Pallet	1 day	Annual
94	Use of Forklift	1 day	Annual
95	Use of Telehandler	1 day	Annual
96	Use of Mobile Crane	1 day	Annual
97	Use of Winch	1 day	Annual
98	Use of Crane	1 day	Annual
99	Use of Hoist	1 day	Annual
100	Use of Pallet	1 day	Annual

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Exercise 3: Personal safety review (Part 3)

- Using the proforma which lists the main activities associated with your work and the SHE Codes which apply, now determine the training associated with these activities and SHE Codes, and note these on the proforma
 - Have you had the training which applies to your work and these SHE Codes?
 - If not, make a note to talk to your line manager!



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Staff, facility users, visitors and tenants

- Are required to:
 - Attend all training and associated refresher training identified for them
 - Utilise and apply SHE training at all times
 - Raise any perceived shortfall in SHE training with their manager at the earliest opportunity
 - Ensure that all visitors for whom they are responsible are aware of:
 - The SHE hazards to which they could be exposed
 - Local safety control measures
 - Relevant emergency procedures (If not, you must stay with them)



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Line manager & supervisor responsibilities

- Training Needs Analysis (TNA):

Step	Person	Action
1	Employee and Line Manager	Jointly complete a risk assessment identifying hazards and risks of the proposed work or role. The pro-forma in SHE Code 06 should be used to structure this assessment.
2	Line Manager	Identify and document required SHE training by referring to: • Relevant SHE Code or SHE Training Catalogue; or • Specialist / equipment specific training required.
3	Line Manager	Record these in your Annual Performance Development Review (APDR) 'Learning and Development' log.
4	Employee and Line Manager	Ensure training in the SHE Catalogue is booked through SHE Group. Other job related training is organised by line management.
5	Employer and Line Manager	Ensure training is completed, recorded and reviewed for effectiveness. In the case of significant hazards, training must be completed prior to starting the work

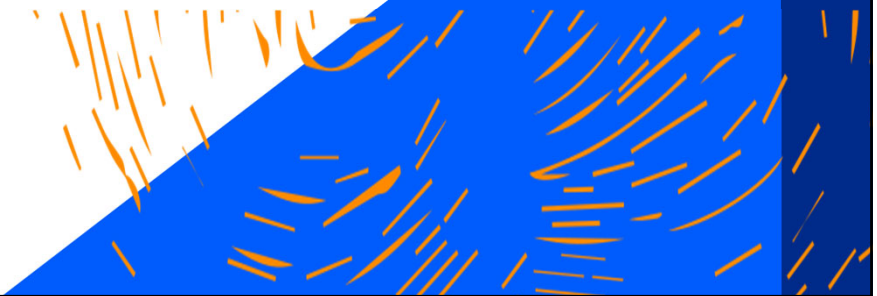


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Science and
Technology
Facilities Council

Safety Culture and Leadership



Motivations for safety management

A “Life Changing Experience” :

Hindsight : The Ken Woodward Story

Lattitude Productions Ltd



Science and
Technology
Facilities Council

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Safety culture failings



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Safety culture failings



Grenfell Tower 2016



Smiler Rollercoaster 2015



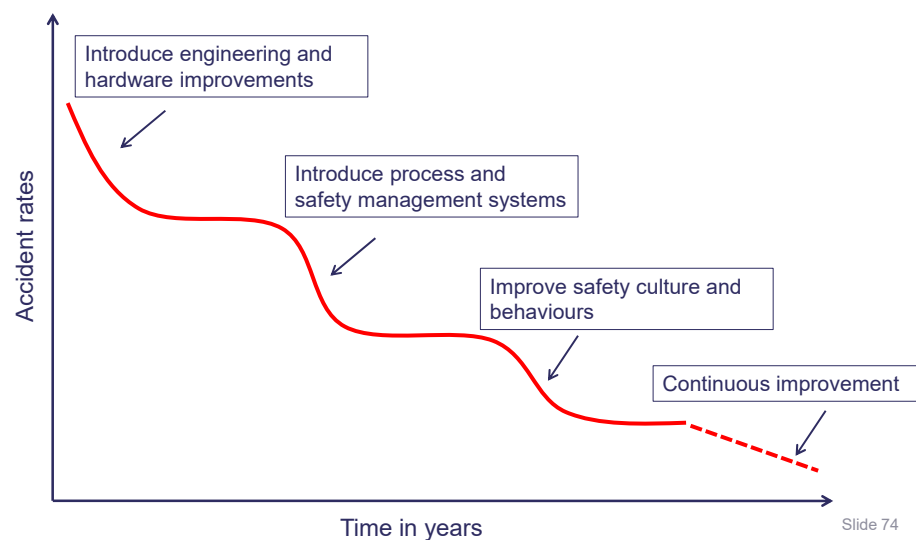
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April 17th 2025 Italy



Why improve safety culture?

A model for reducing accident rates



What is safety culture



STFC's Culture survey and results

- STFC has conducted a questionnaire based safety culture assessment based on the Fleming model
- The survey was first carried out in 2010, 2014, 2018 and again in 2023
- The measurement elements were modified to match specific STFC concerns

H&S Codes and Instructions	Communications	Environment
Incident reporting	Management commitment	Personal Commitment
Personal perception of safety in STFC	Rule breaking/Risk Taking	Training Competence

STFC climate survey results

Row Labels	2010	2014	2018	2023
Health and Safety Codes and Instructions	67%	68%	70%	69%
Communications	72%	73%	73%	71%
Environment 2023 (focus on env. compliance)				72%
Environment (2010-2018)	69%	70%	69%	
Incident Reporting		75%	77%	76%
Management Commitment	79%	81%	83%	83%
Personal Commitment	79%	79%	80%	80%
Personal Perception of Safety Within STFC	82%	83%	85%	84%
Risk Assessment			74%	74%
Rule Breaking / Risk Perception	77%	76%	77%	77%
Training Competence	77%	80%	80%	79%
Average overall rating	75%	76%	77%	76%

Overall Response Rates	2010	2014	2018	2023
Number of people who submitted a response	866	925	879	1273
Response rate (compared to no. of staff)	44%	45%	40%	41%



Department	2010	2014	2018	2023
ASTeC	75%	75%	77%	78%
Business and Innovation	74%	75%	76%	79%
CLF	76%	78%	78%	79%
Corporate Services	77%	77%	79%	79%
DI			71%	72%
Estates			81%	77%
Finance	74%	71%	76%	78%
ISIS	76%	76%	78%	77%
NQCC				77%
PPD	77%	78%	80%	80%
Programmes	72%	73%	73%	72%
RAL Space	75%	77%	76%	77%
Scientific Computing	77%	77%	75%	77%
Strategy, Performance and Comms	76%	77%	77%	73%
Technology (incl. UKATC)	74%	77%	79%	77%
Other (incl. RC@H and CEO/COO)	78%	78%	79%	77%

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STFC's Culture survey: Key findings

- The consistency in scores with performance remaining strong shows an embedded safety culture – even with staff turnover
- With significantly increased staff numbers, STFC has a strong SHE culture and either recruit's people who fit well into this culture or have a strong established SHE culture that new starters follow.



Most staff consider H&S to be important from both moral and economic point of view

Managers and staff recognise the wide range of accident causes and the likelihood that management decisions will be involved

Staff accept responsibility for their own H&S and that of others

The importance of all employees feeling valued and treated is recognised

Organisation puts significant effort into pro-active accident prevention

Safety performance is actively monitored using all data available

Non-work accidents are also monitored and a healthy lifestyle is promoted

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Exercise 7: Improving safety culture

- Look at the HSE Human factors and safety culture table
- Consider how the listed activities and behaviours might apply to your own role
- Can you identify strengths and weaknesses?
- Can you identify things you could change



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STFC Expectations

- You can and should expect the “Right Hand Side” (or positive) behaviours and beliefs from your line managers
- When and if you are concerned regarding safety management standards or any safety practice, you are empowered to raise questions, challenge and drive for improvement
- STFC expects:
 - To learn from you if you bring best or better practice
 - To persuade and teach you if you do not



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Significance of early career SHE training

- **YOU** are STFC's future Leaders
- **YOU** will define and generate STFC's future SHE Culture
- Early in your early career, the standards **you** develop are the standards **you** will keep



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Thank you

Things to do:

- Do the test!
- Fill in the course evaluation which will be sent to you.
- Submit your workbook to your SHE Training Administrator within 2 weeks from the date of the course for moderation.

SHE website: <https://staff.she.stfc.ac.uk/pages/staff/home.aspx>

STFC SHE Training for Technical Early Careers Course

Supplementary Information

Plan/Do/Check/Act - STFC Safety Management System

STFC SHE Early Careers Technical Training

	HSE GUIDANCE	STFC document	Title
PLAN			
Policy	Think about where you are now and where you need to be Say what you want to achieve, who will be responsible for what, how you will achieve your aims, and how you will measure your success. You may need to write down this policy and your plan to deliver it	Policy SHE Code 7	STFC Policy Foreword and Statement SHE Improvement Planning
Planning		Policy SHE Code 7	Responsibilities and arrangements SHE Improvement Planning
DO			
Identify risk	Assess the risks, identify what could cause harm in the workplace, who it could harm and how, and what you will do to manage the risk Decide what the priorities are and identify the biggest risks	SHE Code 6 SHE Codes	Risk Management All hazard related codes
Organise	Involve workers and communicate, so that everyone is clear on what is needed and can discuss issues - develop positive attitudes and behaviours Provide adequate resources, including competent advice where needed	Policy Policy Policy SHE Codes	Responsibilities SHE Committee terms of reference Responsibilities All hazard related codes
Implement	Decide on the preventive and protective measures needed and put them in place	SHE Code 6 SHE Codes SHE Code 4	Risk Management All hazard related codes Safe use of work equipment

Implement	Provide the right tools and equipment to do the job and keep them maintained	SHE Code 10	Provision of SHE training
	Train and instruct, to ensure everyone is competent to carry out their work	SHE Codes	All hazard related codes
	Supervise to make sure that arrangements are followed		
CHECK			
Measure performance	Make sure that your plans have been implemented, 'paperwork' on its own is not a good performance measure	SHE Code 30	SHE Auditing and Inspection
	Assess how well the risks are being controlled and if you are achieving your aims. In some circumstances formal audits may be useful	Policy	Safety committee arrangements
Investigate incidents		SHE Code 5	Incident reporting and investigation
ACT			
Review performance	Learn from accidents and incidents, ill-health data, errors and relevant experience, including from other organisations Revisit plans, policy documents and risk assessments to see if they need updating	SHE Code 07	SHE improvement planning
Take actions		Policy	Responsibilities and arrangements
		SHE Codes	All hazard related codes

STFC Office SHE Essentials

A short and simple SHE guide for staff and their managers who work in offices. It also applies to agency or other individuals that work in STFC offices with us. The SHE codes contain additional detail and guidance and can be found [here](#).

Code	Summary
Incident reporting	Always report SHE incidents, whether they occur at STFC sites or while travelling on Council business. Incidents that should be reported: injuries; near misses (including hazardous conditions and failures of safe systems of work); vehicle incidents; radiation incidents; environmental incidents. Report incidents in EvoTix Assure .
SHE training	There are four elements of STFC mandatory SHE training each refreshed 5 yearly. They are: the SHE Induction (site specific and generally taken on your first day(s)); followed by on-line Display Screen Equipment (DSE) training ; manual handling training (available on-line but preferably delivered through tutor led courses); and finally Fire safety. SO based staff complete the UKRI Polaris House (PH) Site induction on Day 1, the SHE PH Induction (refresher), followed by UKRI DSE Agile training (administered by the UKRI H&S team) and PH Annual Fire training (available in Oracle). Managers of office based staff should attend a general ½ day SHE Management for Non-Technical Manager's course. All courses should be booked through SHE Group .
Fire Safety	Fire safety training ensures you know your site's emergency arrangements - telephone number and alarm sounders etc. Make sure you know how to get out of your building if there is a fire – there should be more than one route – and where your emergency muster point is. Do not clutter offices with large volumes of combustible material, and do not obstruct emergency exits, fire detectors, fire call points or emergency lighting. Corridors and stairwells are escape routes and should be kept clear of obstacles and flammable materials at all times.
Display Screen equipment	Non-SO staff: following completion of a DSE risk assessment discuss and address any issues with your line manager (SHE SC25 - Display screen equipment (DSE) refers). SO staff: following completion of DSE Agile the data is analysed and if there are any recommendations identified or additional advice required this will be communicated to the share with their line manager and implement any agreed actions. Eye tests are available if you need glasses for DSE use. Ensure that your workstation is set up correctly and that you take regular screen breaks.
Travel on Council business	Driving is probably the most hazardous activity any STFC employee undertakes at work. Managers are still responsible for staff while they are travelling on Council business. The health and safety controls required when staff travel are detailed here - in the UK and overseas . If you drive greater than 3000 miles/year on Council business you should attend a defensive driver training course which should be booked through SHE Group .
Manual handling	Your job should not normally require much lifting and carrying. Following completion of manual handling training, recognise where manual handling hazards exist and use safe lifting techniques. Manual handling remains a cause of many STFC injuries.
Portable electrical equipment	All portable electrical equipment used on STFC sites must be Portable Appliance Tested (PAT) prior to use. Check that any electrical equipment looks safe prior to plugging it in, as you would at home. Typical office equipment: PCs; Monitors; Printers, fans etc should be tested 4 yearly and have a PAT testing label indicating when it was and needs re-testing.

Code	Summary
Lone working	Lone Working is permitted for standard office working or IT use. Staff working out of normal office hours should ensure site security are aware that you are working out of hours and are alone.
General risk management	This document summarises the typical hazards encountered by individuals working in offices. There may be others that managers need to consider - if this is the case a risk assessment might be needed. If in doubt consult your local SHE Group for advice.
Environmental management	The environmental impact of general office work can be minimised in several ways: only print when it is really necessary and ensure waste paper along with printer cartridges etc. are recycled ; minimise electricity use by ensuring that lights, monitors, printers are switched off when not needed – especially overnight; try not to have the heating on and windows open at the same time; and use Video Conferencing to avoid travel and if you need to travel use public transport to minimise your carbon footprint where possible.

Environmental Essentials

A short and simple guide on Environmental matters for all managers and staff – what you need to know about environmental management in the STFC. It also applies to contractors, agency or other individuals that work on STFC sites with us. SHE codes contain additional detail and guidance and can be found on the [SHE Group website](#).

To see in more detail what legislative requirements STFC works to view our [Environmental Legal Register](#).

Code	Summary
Environmental Management - what you can do	Through its Environment Policy, STFC is committed to ensuring high standards of environmental management and the minimisation, within the constraints set by our scientific programme, of its environmental impact. You can help to achieve this by considering the waste hierarchy: Eliminate, Reduce, Re-Use and Recycle when using any resource. For example: • Reducing energy consumption by turning off lights, computer monitors and printers, or turning the thermostat on your radiator down a little. • Reducing the amount of waste we send to landfill by Recycling items such as printer cartridges and paper etc. • Using video conferencing facilities to Eliminate the need to travel.
Disposing of waste. (Controlled and Hazardous waste code)	STFC has a duty to store its waste securely and dispose of its waste safely and legally: • Use the correct disposal route for wastes such as hazardous chemicals, broken glass, electronic equipment etc. • Store any waste securely prior to disposal. • If you store any liquid waste outside a building it should be in a bund ('tray'). • Disposal of radioactive waste should be discussed with your site Radioactive Waste Advisor before disposal. • If you need to move waste around or between STFC sites obtain advice from the SHE group.
Controlling Pollution to Air, Land and Water	STFC is required to control what we discharge to local sewers, local waterways or the atmosphere. If you need to discharge significant volumes of any chemical down a sink or drain or to atmosphere you should check with the local SHE Group that we have authorisation to do this.
Environmental Risk Management	Environmental issues and hazards should be included and considered alongside general Health and Safety hazards in undertaking a SHE Risk Assessment. Additional environmental issues which should be considered in any assessment include: • What to do in the event of a spill; • Check for relevant discharge authorisations (see above) if you need to vent gases to air or discharge any liquid to a drain; • Maintain equipment to minimise any of these discharges; and • Should stored liquids be banded?