Science and Technology Facilities Council

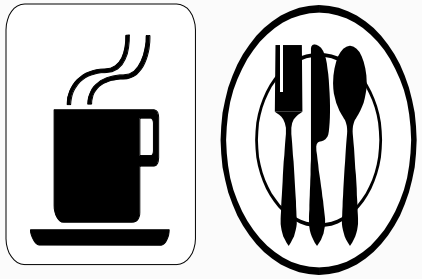
SHE Training for Non-Technical Managers

Domestic arrangements















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Course introductions

- Name
- Job description
- Safety management responsibilities
- Any specific safety issues

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Definitions

- Non-Technical Managers are defined as any member of staff with a safety responsibility for another member of staff working primarily in an office based environment

- Technical Managers are defined as members of staff or others with responsibility for:
  - Undertaking practical science and research programmes
  - Managing engineering programmes
  - Managing laboratories
  - Managing workshops or estates

Overall aim of the course

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

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Course assessment

- The course will be assessed :
  - By completing a multiple choice examination on the main elements of the course at the end of the course
  - The course pass mark is 70%



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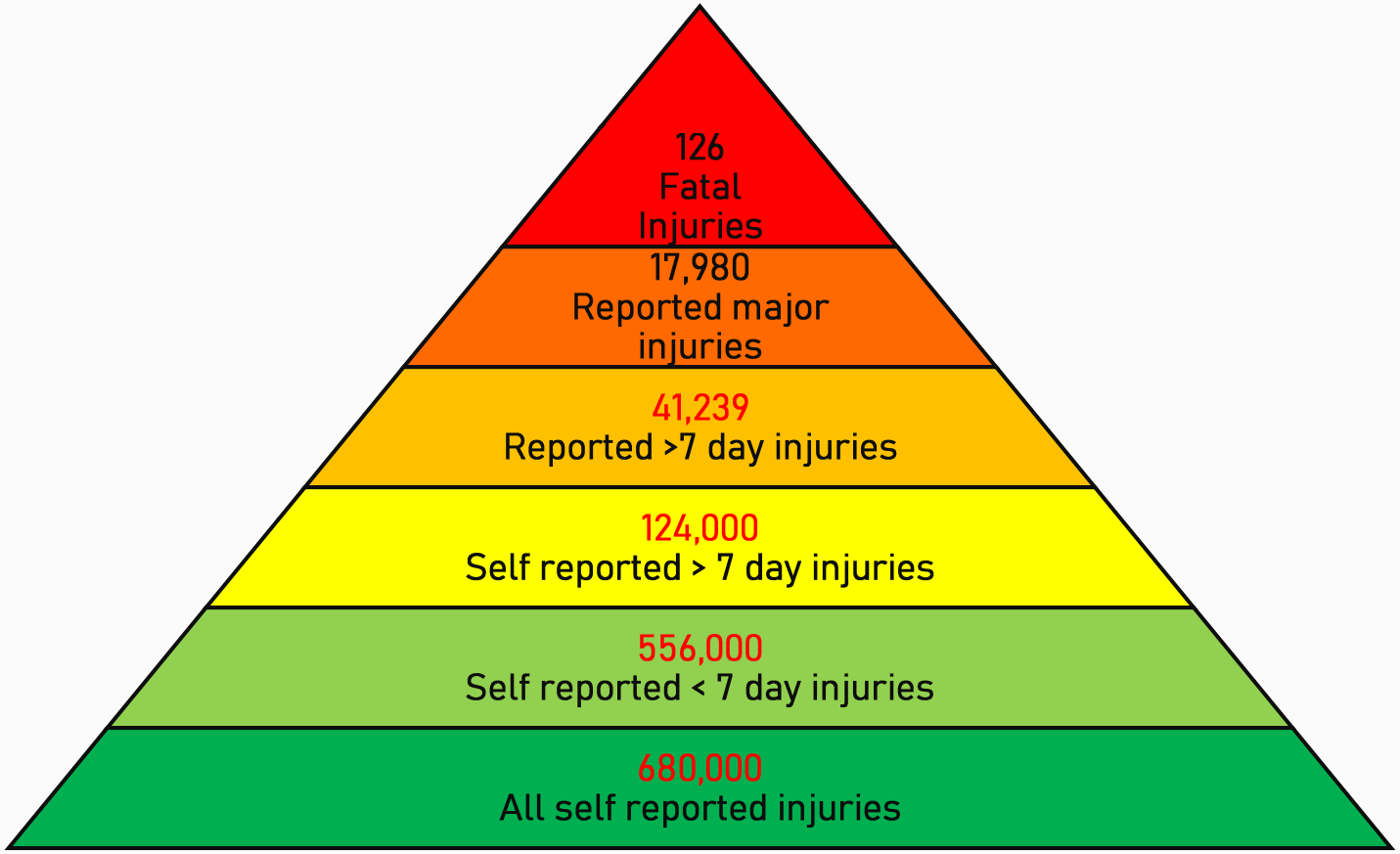
SHE Performance and Motivation

UK injury data 25/26

HSE & ONS Statistics



Overview on injuries in the UK

- Fatalities - Long term downward trend
- Employer Reported injuries - long term downward trend has levelled off
- Self reported injuries ~10% increase 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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Road Casualties GB for 2025

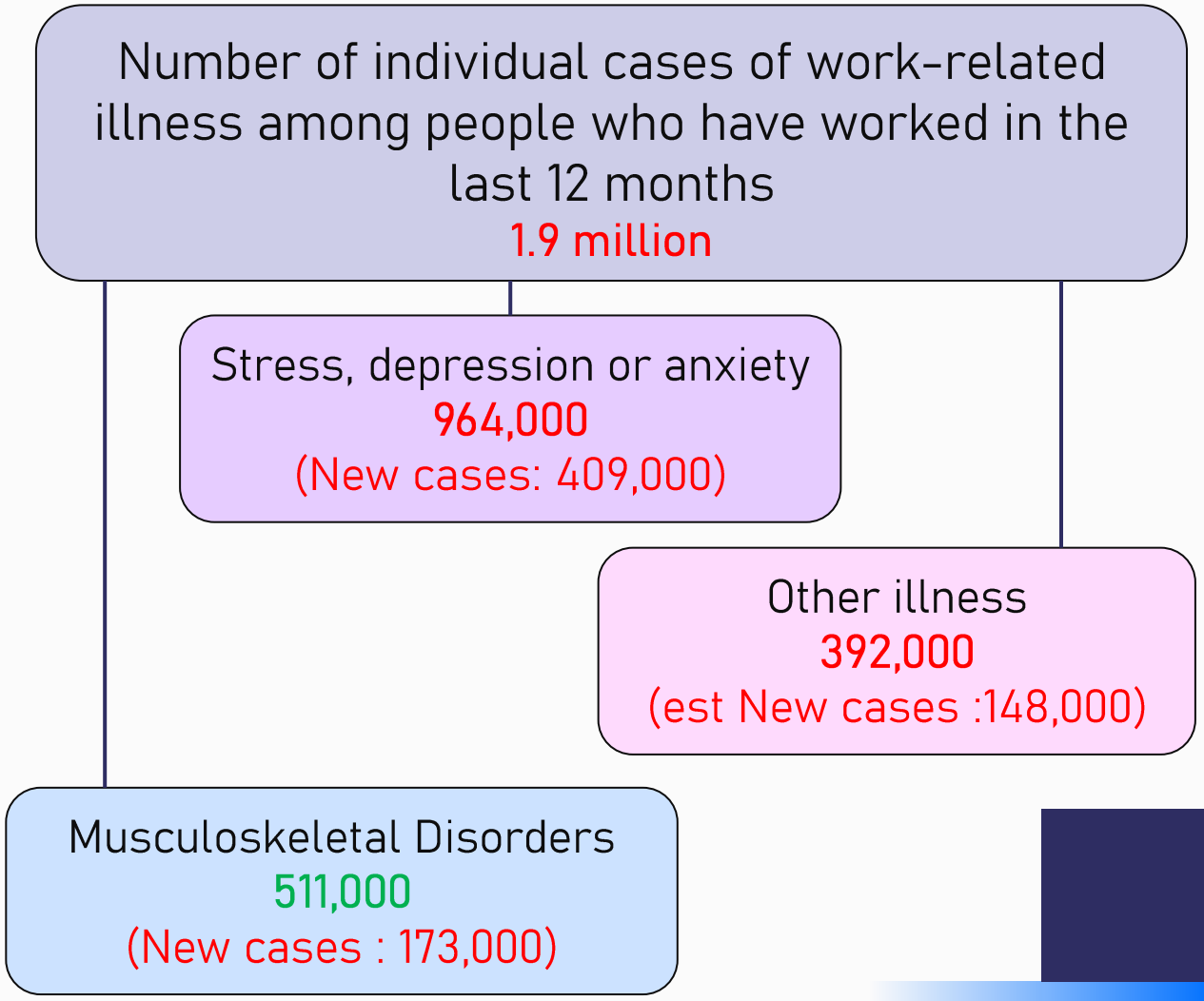
- In reported road collisions in Great Britain in the year ending June 2024 there were an estimated:
  - 1,538 fatalities, -4% compared to 2024 & below pre-pandemic levels
  - 29,918 killed or seriously injured, an increase of 3% compared with the 2022 to 2024 baseline
  - 127,883 casualties of all severities, 2025 showed little change from 2024

Reported road casualties in Great Britain, provisional estimates: year 2025 - GOV.UK (www.gov.uk)

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)]



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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
  - Encourage a culture of safe working, believing all injuries etc. are preventable
  - Understand SHE performance, communicate and discuss with staff..... and openly drive continuous improvement



Motivations for safety management

- We have to – legal reasons
  - All UK organisations are required by to actively manage the risks due to their activities and comply with the law
  - Failure to meet legal requirements may lead to action under either Civil Law (compensation) or Criminal Law (prosecution)
  - Health and Safety at Work etc. Act 1974 - sets the health and safety duties of; employers, employees, self-employed, suppliers, manufacturers and persons responsible for work premises
  - Legal requirements extend to individuals as well – we all have a responsibility to keep ourselves and our colleagues safe



Duties of employers

- Section 2 – "It shall be the duty of every employer to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees" – Look after your own staff!
  - Provision of safe plant and systems of work
  - Provisions for safe use, handling, storage, and transport of materials and substances
  - The provision of such information, instruction, training and supervision as is necessary
  - A safe place of work with safe access and egress
  - A safe working environment and adequate welfare facilities
- Section 3 – "It shall be the duty of every employer to conduct his undertaking in such a way as to ensure, so far as is reasonably practicable, that persons not in his employment who may be affected thereby are not thereby exposed to risks to their health or safety." – Look after non-staff and others!

Duties of employees

- The Act states : “it shall be the duty of every employee whilst at work:”
  - To take reasonable care for the health and safety of himself and other persons who may be affected by his acts or omissions at work
  - Co-operate with the employer in any measure relating to discharge of legal safety duty



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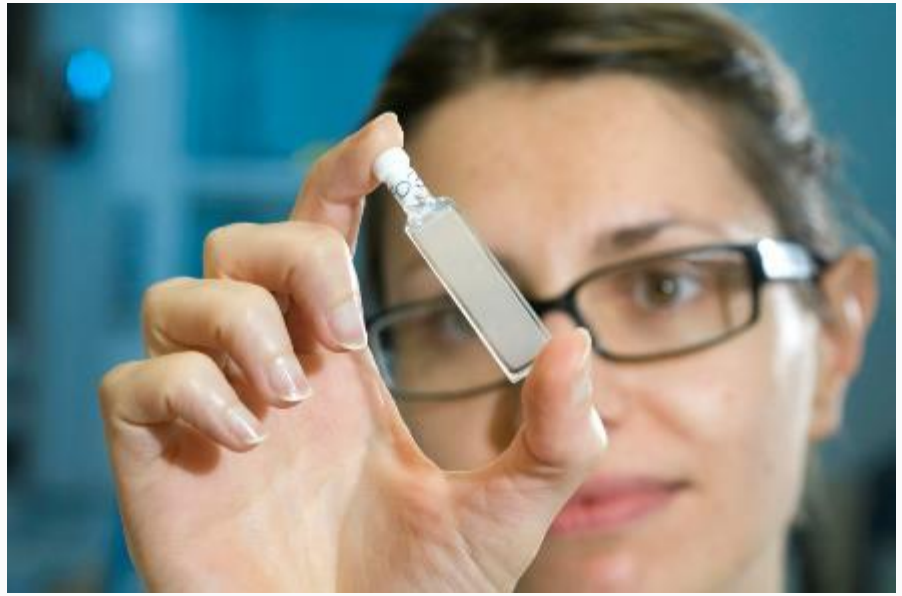
Motivations for safety management

- We want to – reputation
  - Adverse publicity following a health and safety or environmental incident or audit may cause serious damage to STFC's reputation with all existing and potential stakeholders:
    - Academia
    - The public
    - Funding authorities
    - Partners
    - Customers
    - Employees



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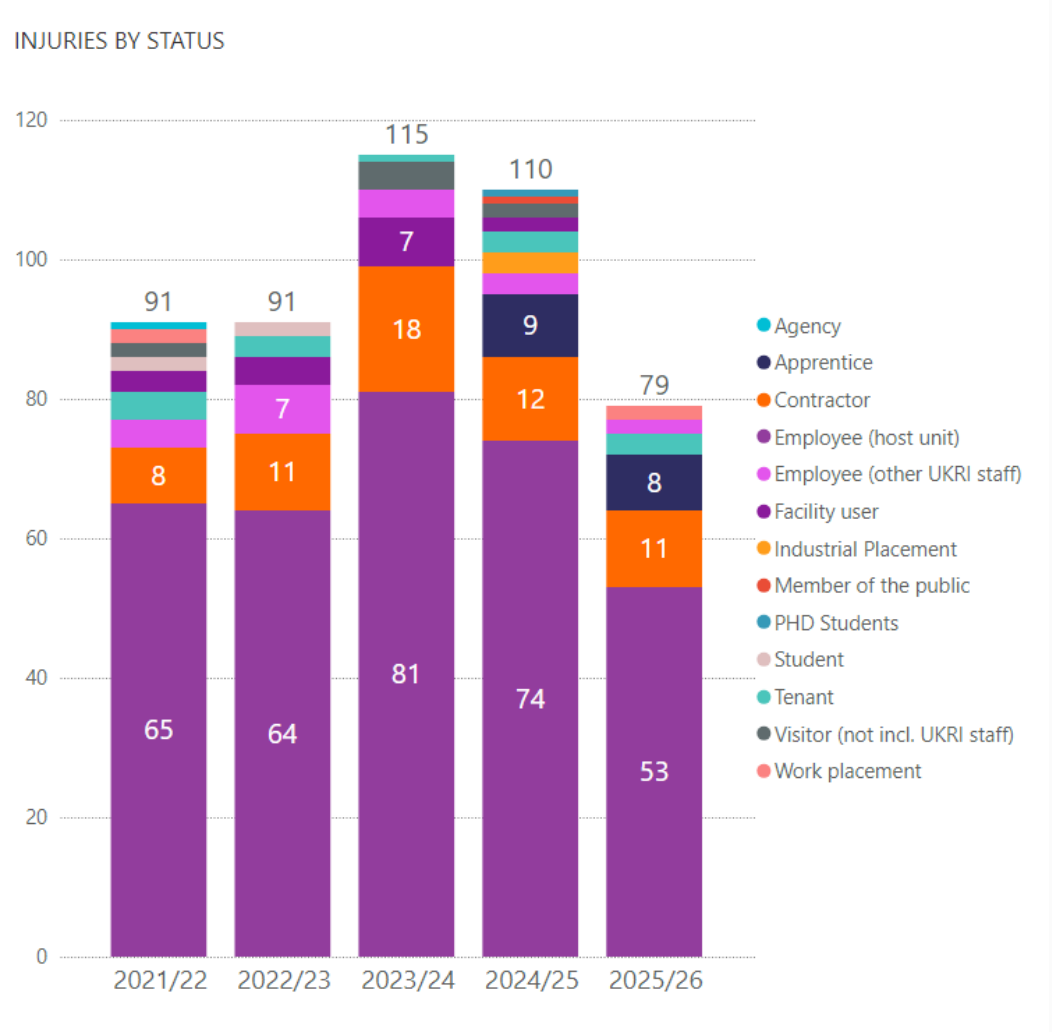
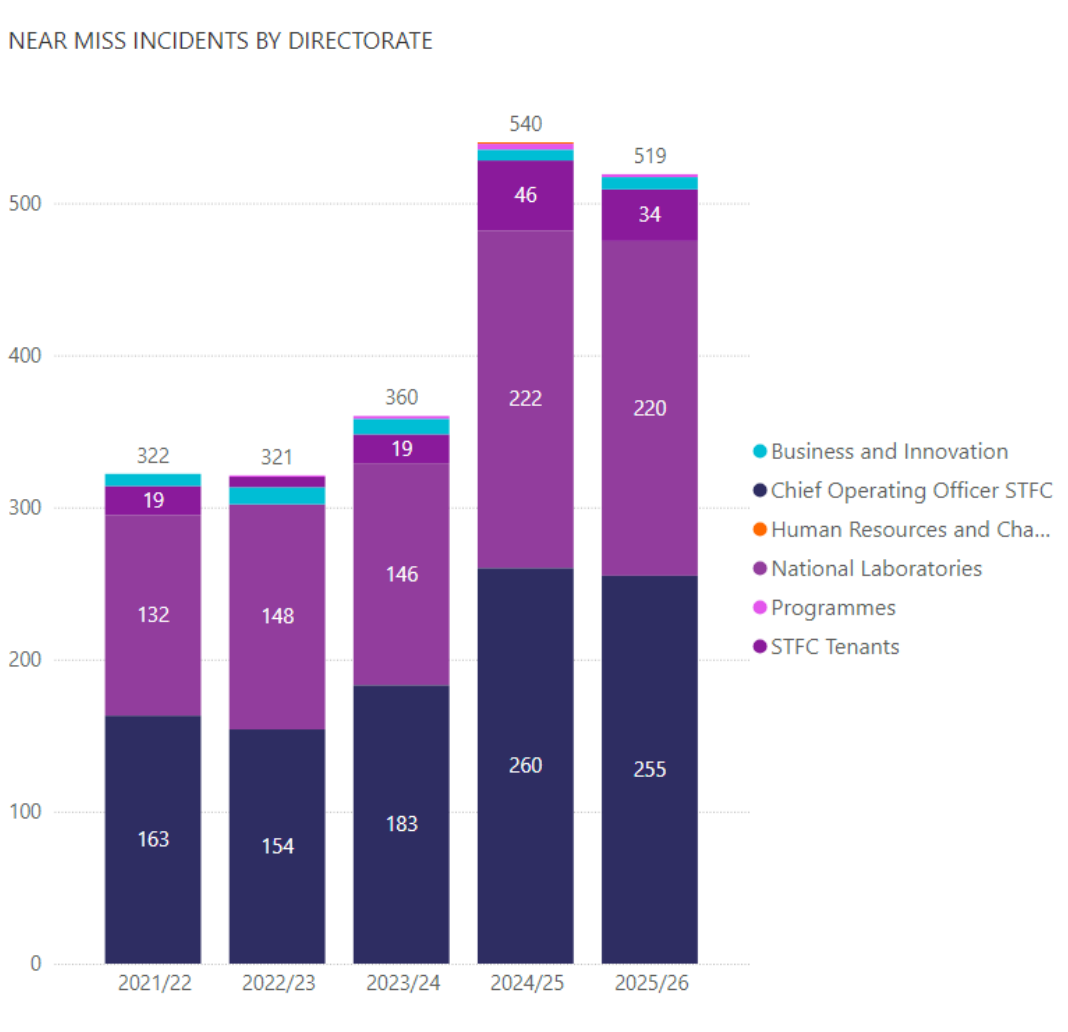
STFC Incident data





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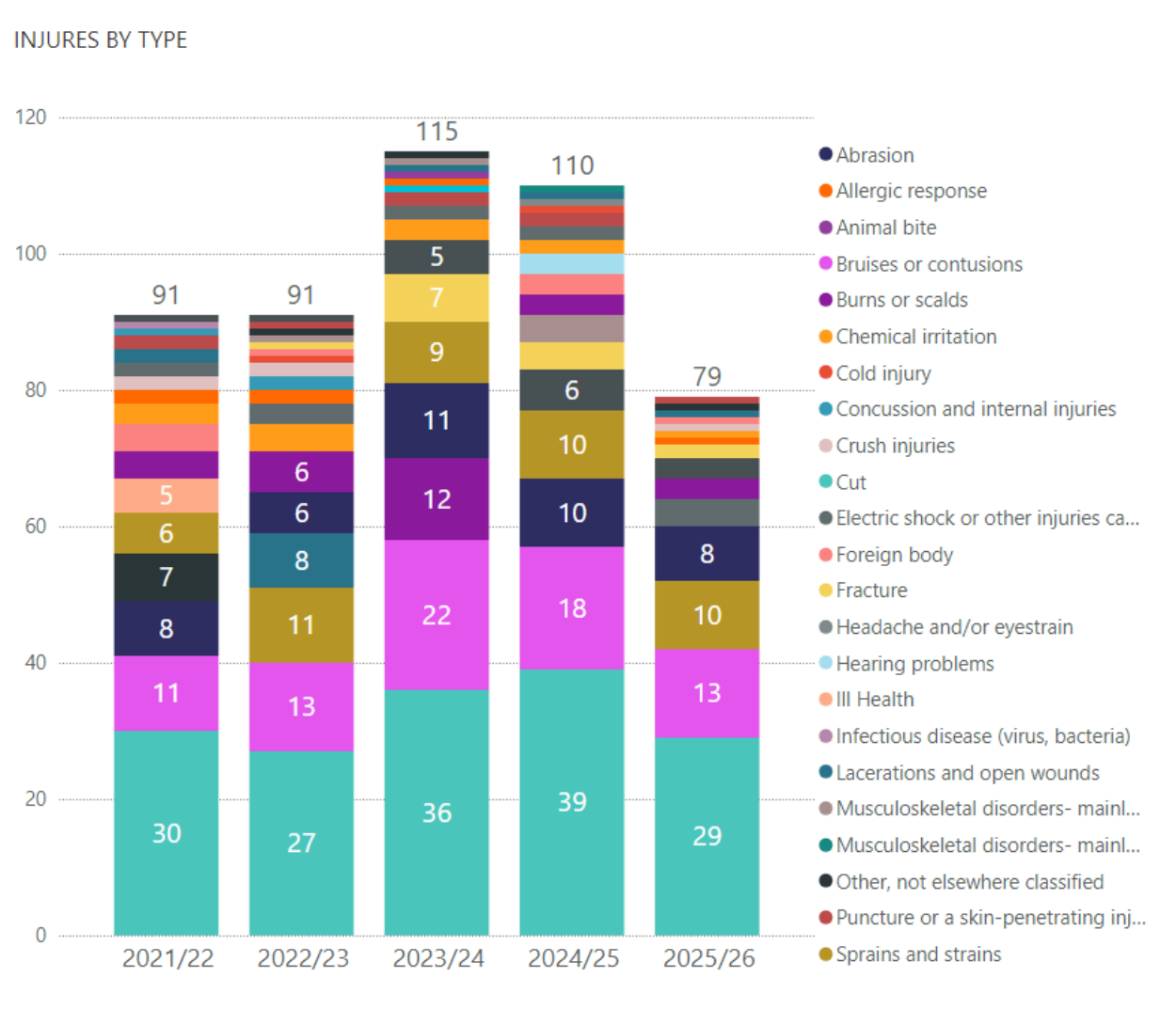
STFC Injury types



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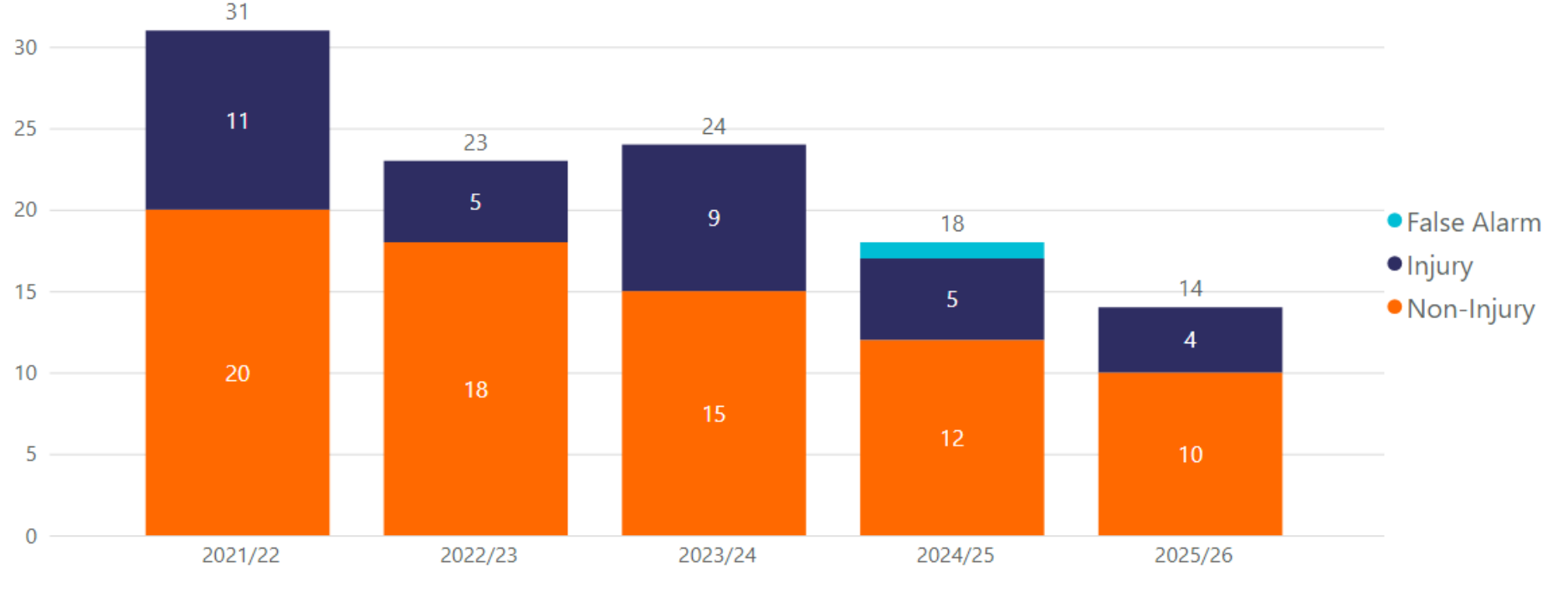
Serious or Potentially Serious Incidents (SoPs)

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



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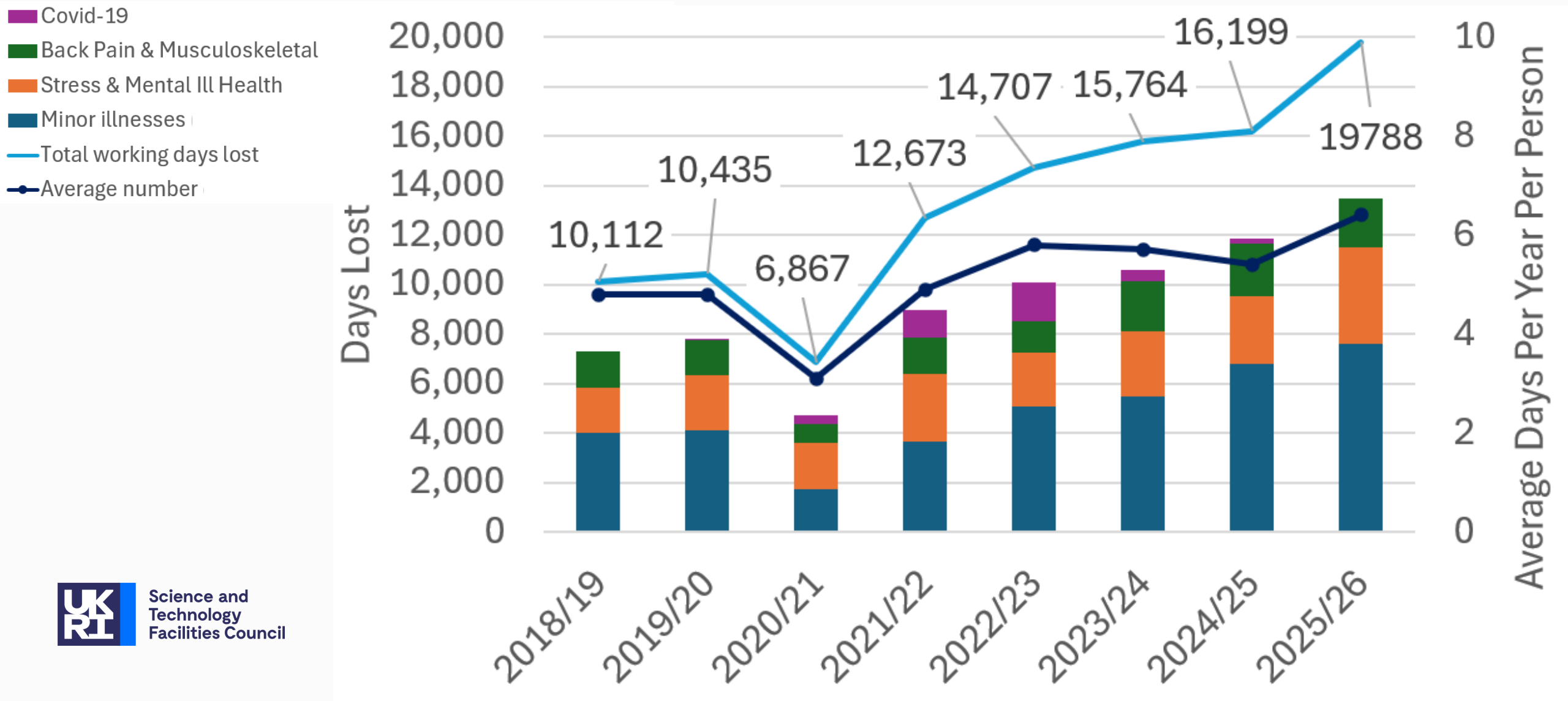
STFC working days lost by financial year



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STFC Occupational Health Service

New Sharepoint site which explains the Occupational Health service*

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]
- 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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STFC Wellbeing facilities

External support for Mental Health	
GP	Samaritans – **116 123**
Mind (www.mind.org.uk)	Anxiety UK – **03444 775 774** (24/7 self-care Infoline)
CALM – dedicated to men	SANEline – **0300 304 7000** (daily, 16.00-22.00)

- STFC has a wide range of Wellbeing facilities for all staff:
  - Employee Assistance Programme (PAM Wellness)
    - Call 0800 882 4102 24 hrs/day 7days a week
    - Portal and app available, organisational code: UKRI
    - PAM resources on YouTube
    - For more info, contact: WellbeingTeam@ukri.org
  - STFC Benefits Poster
  - Mental Health First Aiders (managed by UKRI, WellbeingTeam@ukri.org)
  - Harassment Advisors, become a Wellbeing Ally, Wellbeing on The Source, Wellbeing Engagement Group, Training courses provided by STFC Learning & Development
  - Equality Diversity and Inclusion (EDI) and other network groups, e.g. disability, racial inclusion, etc. Staff Networks, e.g. Dyslexia and Dyspraxia, Carers, Disability, Multi-faith, Parenting, Pride, Women, etc.
  - Volunteering (2 paid days a year can be applied for)
  - Mentoring
  - Trade Unions



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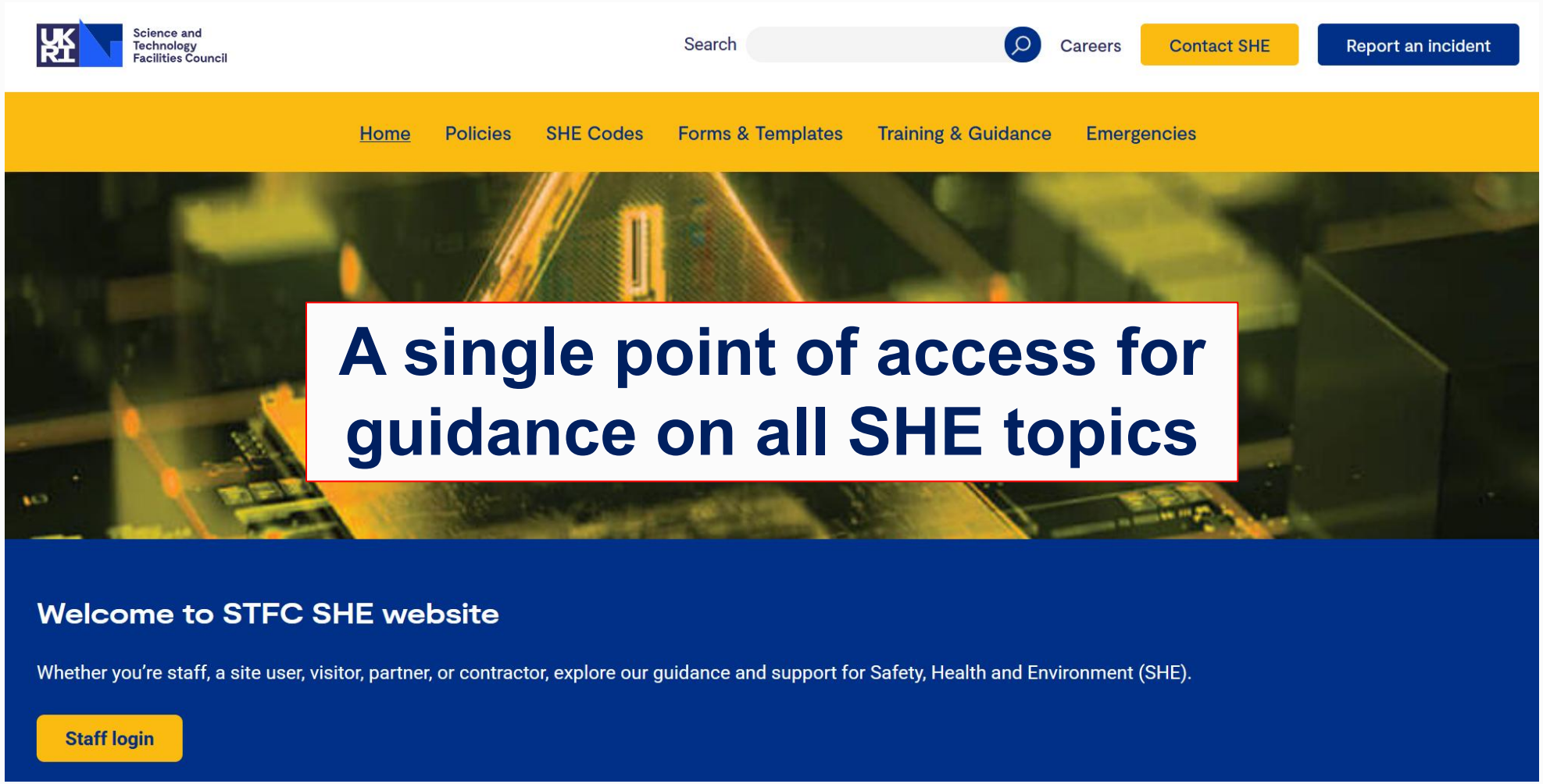
SHE Website



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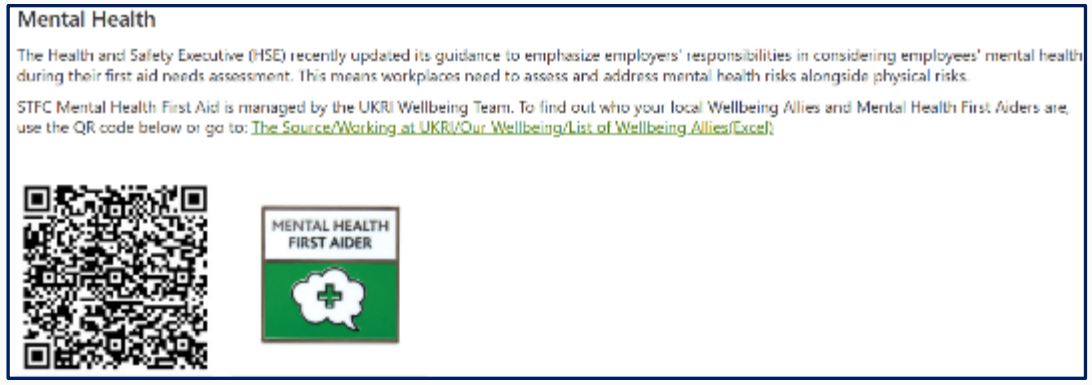
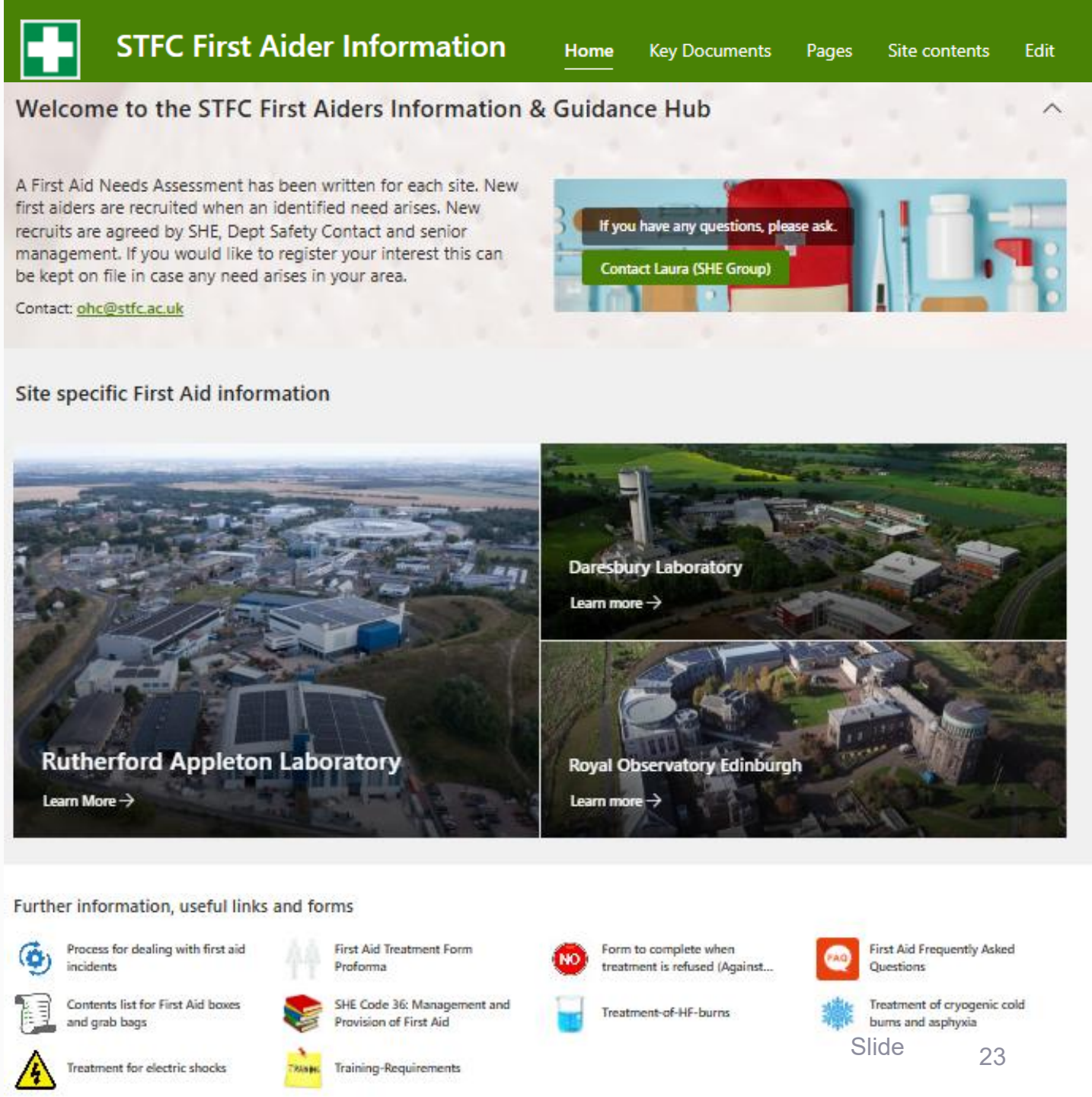
New First Aid Sharepoint site

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.





Fire Risk Management Sharepoint site (new)

A one stop shop for all fire safety information including fire codes, strategies, building fire risk assessments, fire drill reports, advice notes and more.

Any questions, please contact:

FireSafetyRAL@stfc.ac.uk

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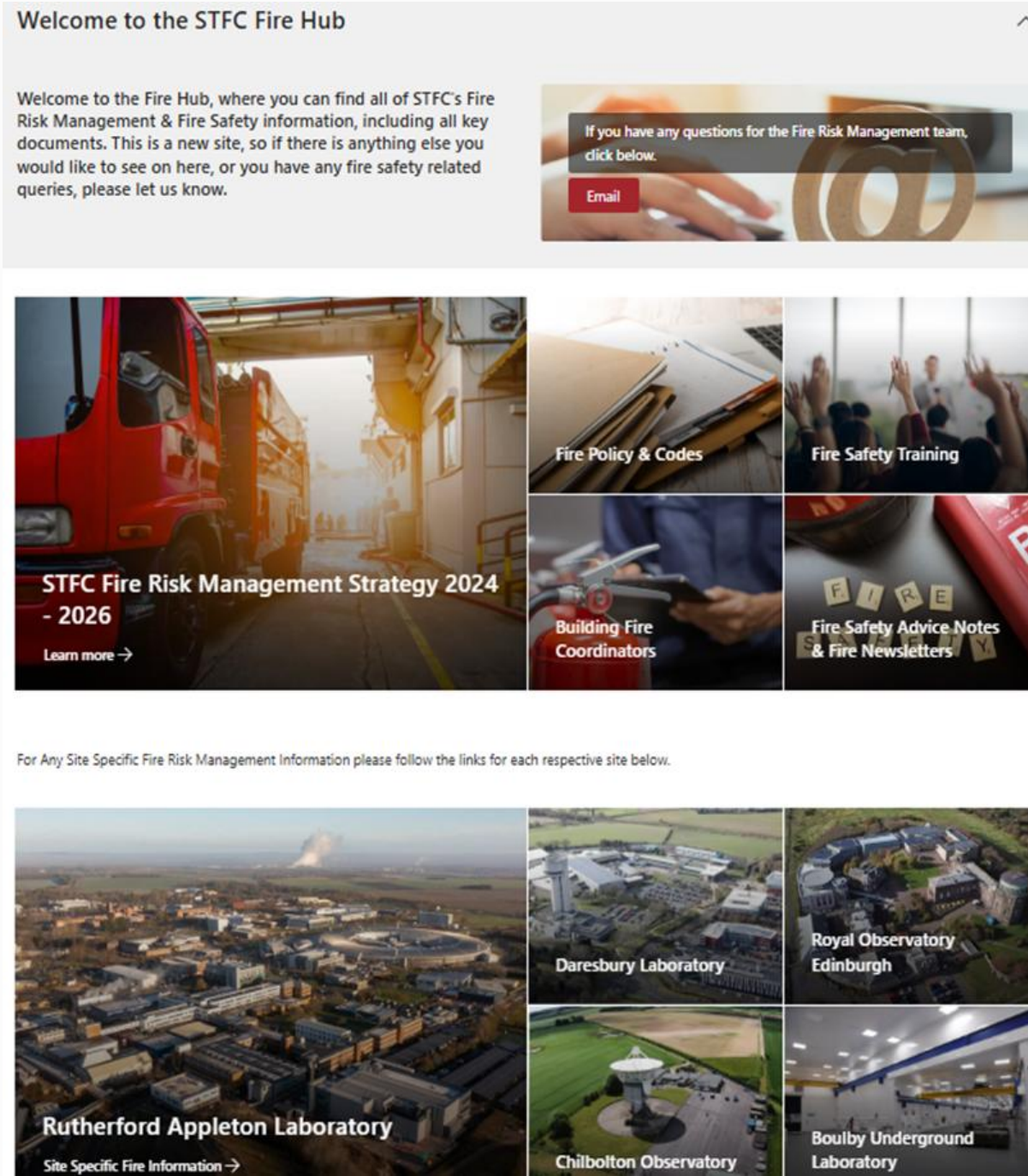


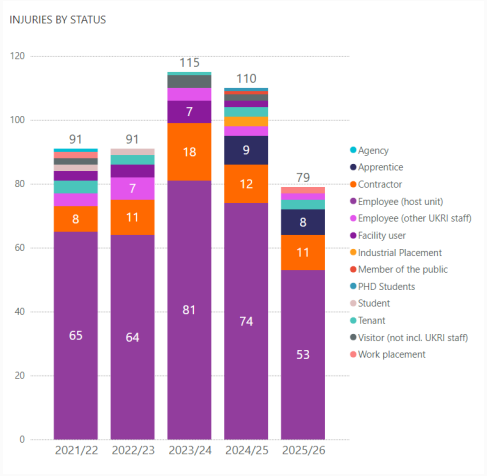
Conclusions for STFC – Improvement?

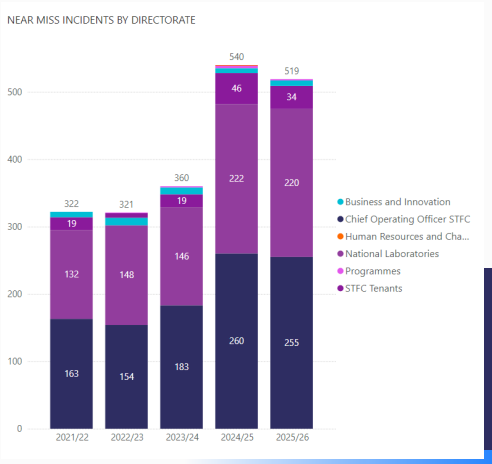
- No long term improvement in injury rates
  - Injury rates are around UK industrial averages
  - A majority of incidents are “no injury” – opportunities for learning
  - Improvement of SoPS incidents back toward historic rates (high hazard environments are not uncommon in STFC)

- 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





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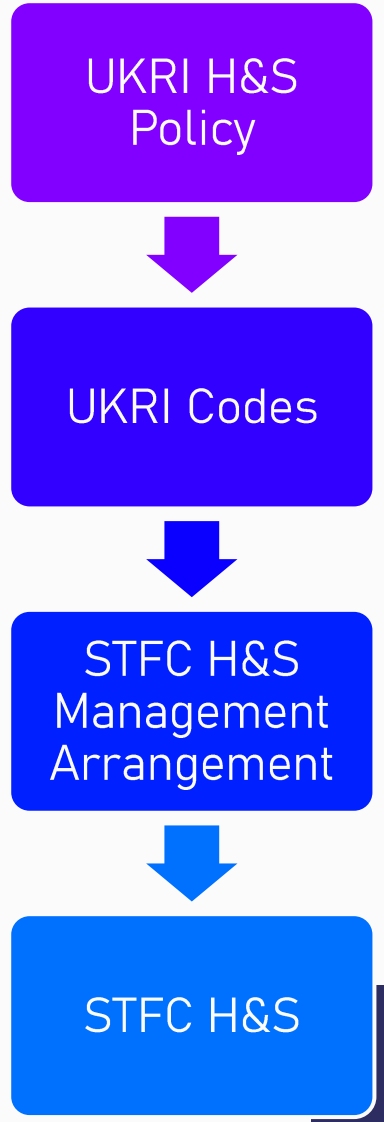
The STFC SHE Management System

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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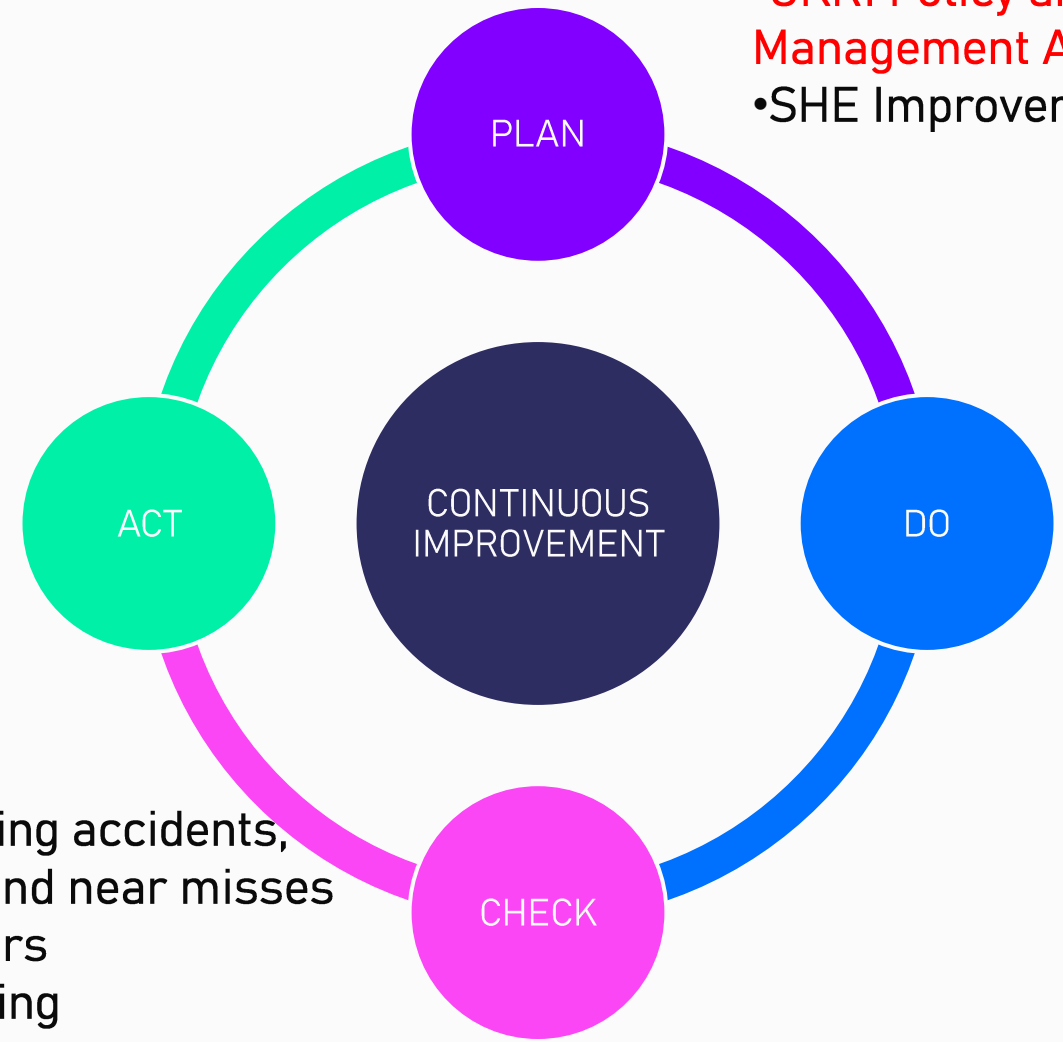
SHE Management System PDCA Cycles

•UKRI Policy and STFC H&S Management Arrangements
•SHE Improvement planning



•SHE Codes
•Risk assessment
•Assign responsibilities
•Implementing
•Training and competence

•Investigating accidents, incidents and near misses
•Safety tours
•SHE auditing

•Reviewing performance
•Learning lessons

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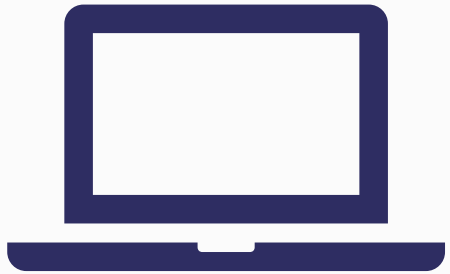
Exercise 1: H&S Management arrangements

- Review of structure and content of the STFC H&S Management Arrangements document

- Consider the Responsibilities of Managers (Section 3.2) in in the context of your own work

- Use the workbook to make notes against each one



  - To what extent is the responsibility discharged?

  - At this stage of the course, what actions do you think are needed on your return to work?

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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 Codes structure

- Standard structure for all STFC SHE Codes covering:
  - Purpose
  - Scope
  - Definitions
  - Responsibilities
  - Appendices with additional information on hazards, guidance, training, safety processes and document retention



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STFC SHE Office Essentials

Incident reporting	Always report SHE incidents at all STFC sites or while travelling on Council business.
SHE training	STFC mandatory training includes SHE Induction, followed by on-line Display Screen Equipment (DSE) training; manual handling training and finally Fire safety. Also ½ day SHE for Non-Technical Managers Course.
Fire Safety	Know emergency procedures, exits and muster points. Do not obstruct any fire safety system or exit. Corridors and stairwells and exit routes to be kept clear of combustibles. Minimise storage of combustibles in office areas.
Display Screen Equipment	Following completion of a DSE risk assessment / DSE Agile (for SO) discuss and address any issues with your line manager. 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. If you drive greater than 3000 miles/year on Council business you should attend a defensive driver training course.

STFC SHE Office Essentials

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 Electric 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.
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	Any hazard in an office area not covered by this document may need to be separately risk assessed. Consult manager or SHE group for advice.
Environmental Management Essentials	Minimise printing and recycle waste paper and print cartridges. Switch equipment off when not in use and especially overnight. Use Video Conferencing to avoid travel as much as possible. Use public transport to the greatest extent possible.

Exercise 2: SHE Website familiarisation

- Complete the SHE Website quiz



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Departmental safety committees

- Departmental safety committees, involving managers, staff, their safety representatives and H&S advisors/specialists, play an important role in the overall conduct of safety management providing:

- A means for developing and monitoring actions to improve safety and a forum for:
  - Reviewing active and reactive safety performance data
  - Bottom up safety issues to be raised and discussed
  - Consultation on the planning and implementation of the H&S Management Arrangements
  - Establishing and implementing annual Departmental SHE Improvement Plans
  - Reviewing the Departmental SHE Risk Register

- Terms of reference are in the STFC Management Arrangements appendices

Common line manager responsibilities

- Line managers are responsible for the SHE Code implementation – training, maintenance, record keeping etc. (staff 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 and external experts as necessary

- The line manager is responsible for implementation of risk assessment controls and their staff are required to adopt them and to co-operate in implementing them

- See NTM responsibilities within the course notes

Exercise 3: SHE Codes review

- The SHE Codes most relevant to non-technical managers are contained within SHE Essentials



- For the SHE Codes allocated:
  - Read the SHE Codes
  - Prepare an overview on the main responsibilities of line mangers and staff
  - How would you generalise the safety responsibilities of line managers?

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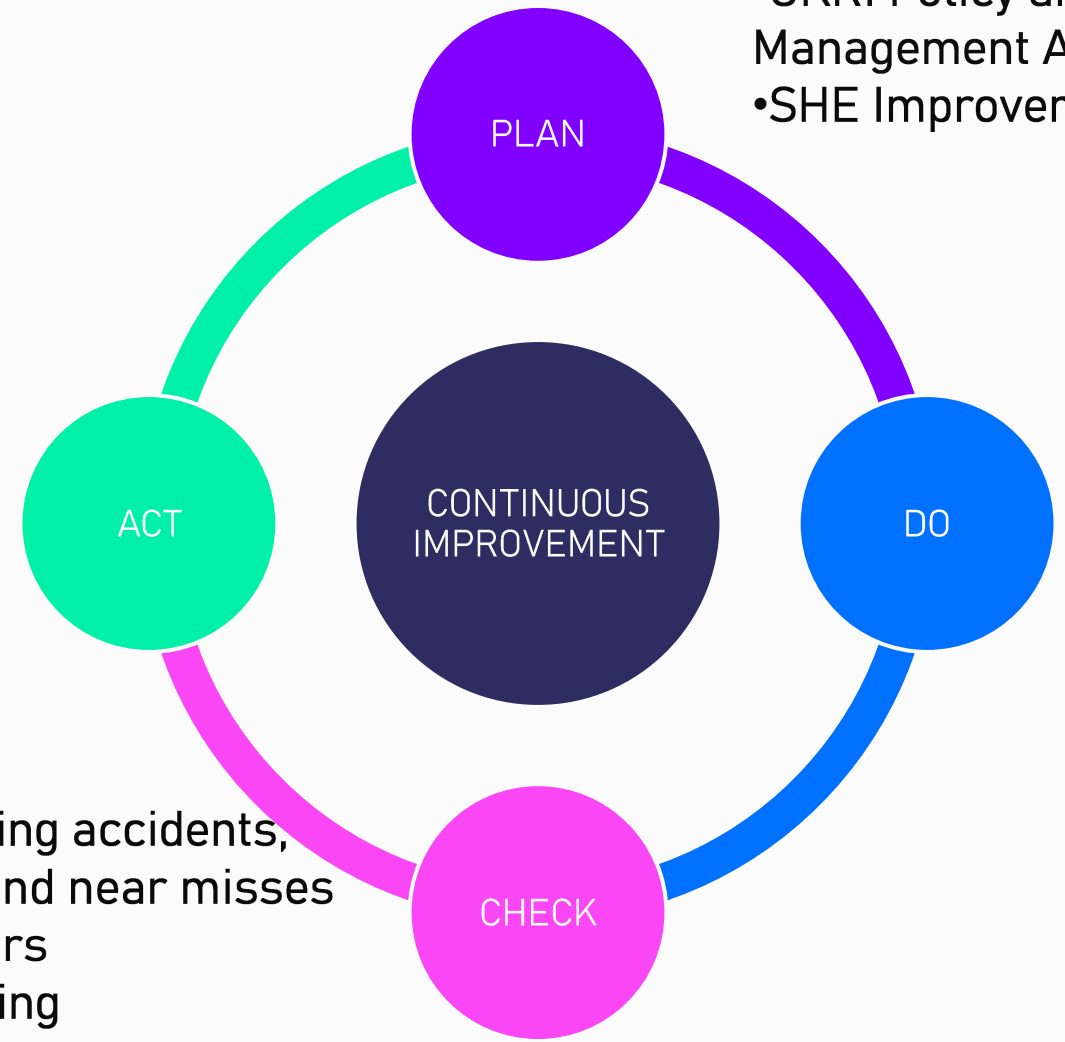
Risk Assessment

SHE Management System PDCA Cycles

•UKRI Policy and STFC H&S Management Arrangements
•SHE Improvement planning



•SHE Codes
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•Implementing
•Training and competence

•Investigating accidents, incidents and near misses
•Safety tours
•SHE auditing

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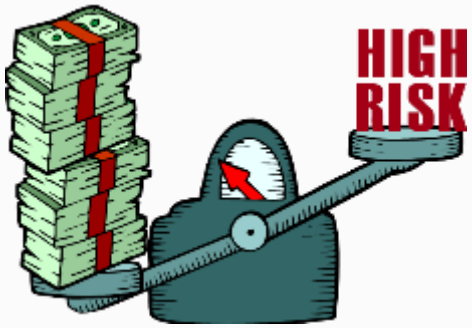
HSE 5 steps to risk assessment

Every employer shall make a suitable and sufficient risk assessment of ….

How do I know if my RA is suitable and sufficient?



Difficulty;
Time; and
Money



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STFC Office risk assessment

- Review the STFC Generic Office Risk Assessment

- This is a guide – It will need to be read, discussed and made relevant to your Department



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Risk assessment: managers checklist

- Have you reviewed the need for risk assessment for your own activities and discussed them with your line manager?

- Have you reviewed the need for risk assessments for the activities of your staff? Have you consulted them? Have you briefed them?

- Have you reviewed the need for risk assessment training – for both yourself and your staff?

  - SHE Group run a 2hr RA awareness course, ideal for writing RAs and also when role involves reviewing them.

  - Contact STFC Training DL or STFC Training RAL to book

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 Evotix Assure
  - Using the guidance in appendix 4, conduct a local investigation of the incident within two weeks of the incident occurring

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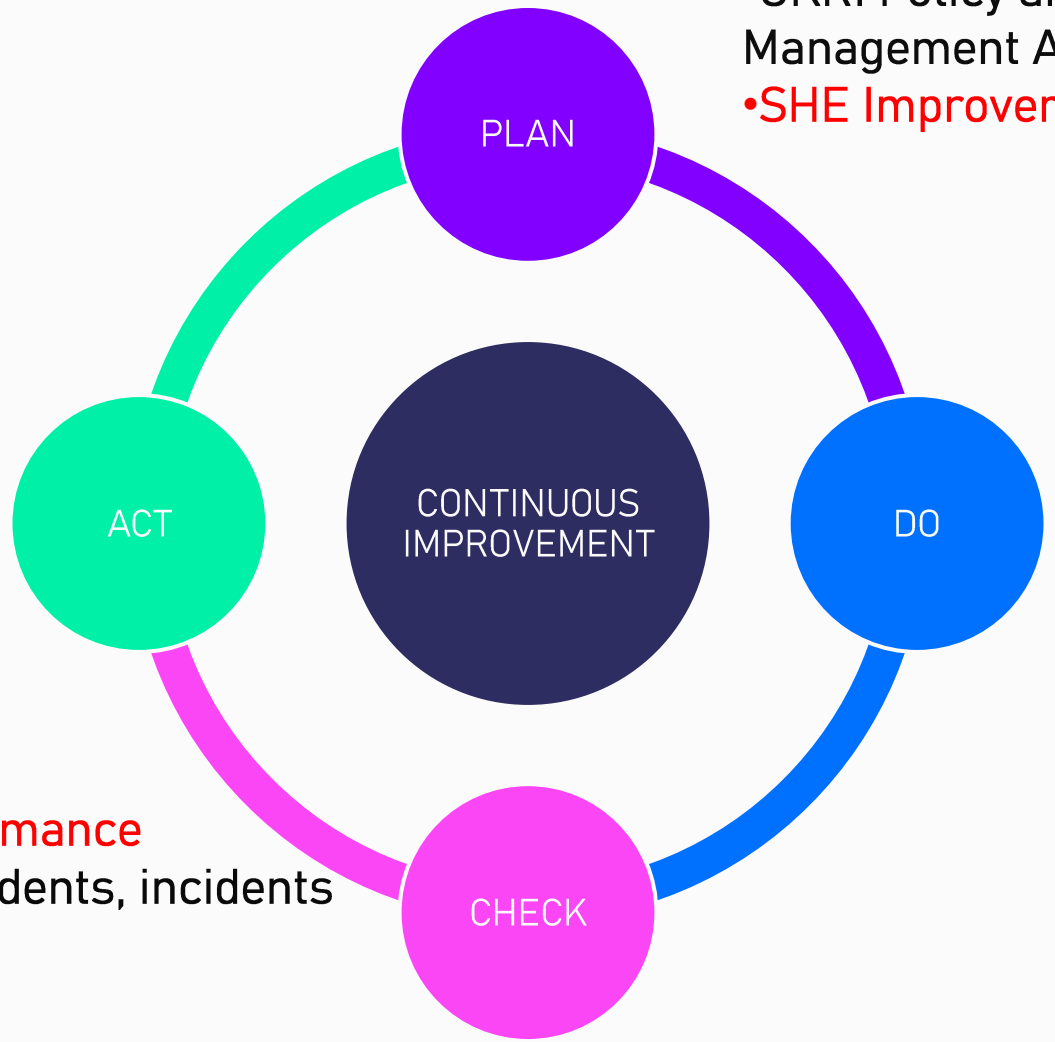
Audit, inspection and improvement

SHE Management System PDCA Cycles

•UKRI Policy and STFC H&S Management Arrangements
•SHE Improvement planning



•SHE Codes
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•Measuring Performance
•Investigating accidents, incidents and near misses
•Safety tours
•SHE auditing

•Reviewing performance
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SHE Code 30: Audit and Inspection

- The code sets out three distinct audit and inspection activities:
  - An externally led independent System Audit of the effectiveness of the STFC SHE management system as a whole undertaken every 5 years
  - A programme of STFC SHE Code Compliance Audits undertaken on a 5 year cycle (using SHE Essentials for office based departments)
  - A programme of location/activity inspections (SHE Tours) on a 2 year cycle (e.g. offices and low hazard areas)



Managers and supervisors responsibilities

- For all levels of audit and inspection:
  - Co-operate fully with the inspection or audit team by providing full information and access as required - remember the inspector/auditor has been instructed to find opportunities to improve any aspect of SHE management or operation
  - Evaluate the findings of SHE audits and inspections and act in a timely manner on any non-conformances or recommendations - if not accepted, the basis for this decision should be recorded in Evotix Assure

STFC Health and safety objectives 26/27



1. **Improve Contractor Management**:
A new half day contractor management course has been developed for staff who manage contractors carrying out short-duration work on site, such as chiller servicing, routine maintenance, inspections, or minor repairs.
   - 100% of staff in each department who require this training identified
   - Once identified, these staff are registered with SHE Training to attend the next available course.



3. **Improve Mental Health and Wellbeing**:
Departments to have a goal of 10% Wellbeing Allies trained in accordance with department numbers with a focus on senior management.



4. **Overseas Travel Compliance**:
Ensure that 100% of staff travelling outside of the UK on work business complete the new Overseas Travel Approval Form. This will include downloading and registering on International SoS, ensuring a risk assessment is in place and giving Digital Infrastructure sufficient notice to provide temporary IT equipment which staff will test before travelling.



2. **SHE Directory and Resilience**:
Depts to review the SHE Directory to check it is up to date with all current staff. Review 100% of roles to ensure there is suitable cover for safety roles, and that appropriate deputies are in place.



5. **Improve Risk Assessment**:
100% of moderate and SoPS rated incidents to result in a review of relevant risk assessments, e.g. activity, CoSHH, etc. and these reviews to be documented on the risk assessment form or review section of Evotix Assure.

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https://www.she.stfc.ac.uk/wp-content/uploads/2026/06/STFC-SHE-Objectives-26_27.pdf

Departmental SHE improvement plan

- Reviews the SHE performance of the previous financial year – incident, safety tours, SHE audits etc, achievement of objectives/actions

- Reviews how department can contribute to the annual STFC H&S and Environmental objectives (see next)

- Sets out SMART objectives/actions for the coming financial year committing the resource necessary to complete them
  - Department Annual SHE Improvement Plans - led by Director and cascaded to managers and staff in Q1 with progress reviewed by Directors during year
  - Staff Annual APR - led by line managers and cascaded into staff objectives in Q1, progress reviewed by managers in year

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SHE Training

Training scope

- SHE training needs to be considered for all personnel including:
  - STFC employees and tenants
  - Temporary staff including agency staff
  - Short and long term visitors
  - Facility Users
  - Sandwich and vacation students
- Any personnel in the above categories working at STFC sites on average for more than 2 days a week for 3 months require the same level of mandatory SHE training as STFC employees

Types of SHE Training

- Induction training:
  - Mandatory induction session on joining STFC which is delivered on first arrival followed by a suite of 3 mandatory training courses for all staff (Fire Safety, DSE and Safe Manual Handling), all refreshed 5 yearly
  - Also; STFC Health and Safety Management Arrangements bite size, Electrical Safety Essentials, Asbestos Essentials (not refreshed)
- Location/activity specific training as set out in the HR Induction Check Sheet and agreed in APR from SHE Training Catalogue
- Management training (on appointment) – SHE Management for Non-Technical (Office based) Managers

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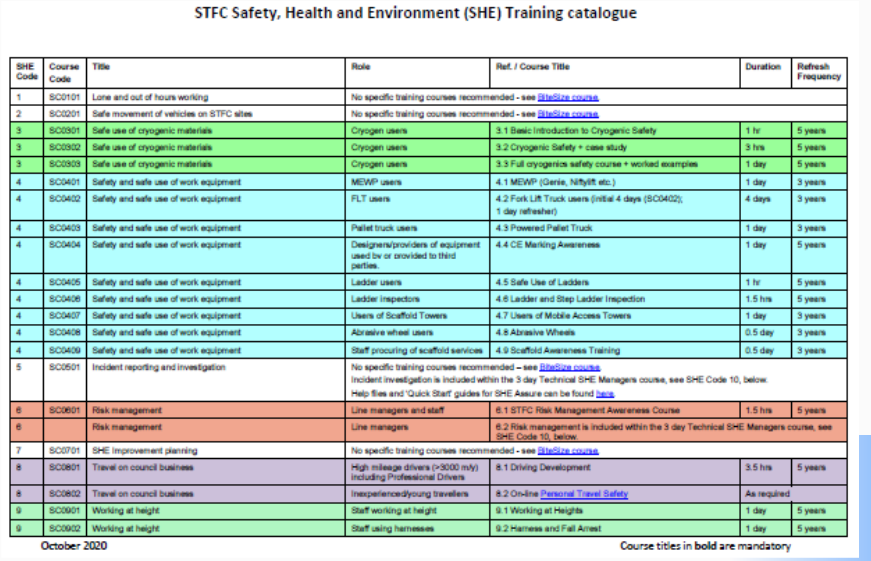
Job or Hazard Specific SHE Training

- Role/project related training identified by Line Manager for staff through a training needs analysis conducted on appointment (within 4 weeks), and reviewed annually through APR or more frequently when required

- Requires proactive management/staff to request this training - SHE Group proactively manage initial mandatory training and refresher training

- See SHE Essentials (or individual SHE Codes)

- Collated in STFC SHE Training Catalogue



STFC Safety, Health and Environment (SHE) Training catalogue

SHE Code	Course Code	Title	Role	Ref. / Course Title	Duration	Refresh Frequency
1	SC0101	Lone and out of hours working	No specific training courses recommended - see RiteSize course.			
2	SC0201	Safe movement of vehicles on STFC sites	No specific training courses recommended - see RiteSize course.			
3	SC0301	Safe use of cryogenic materials	Cryogen users	3.1 Basic Introduction to Cryogenic Safety	1 hr	5 years
3	SC0302	Safe use of cryogenic materials	Cryogen users	3.2 Cryogenic Safety + case study	3 hrs	5 years
3	SC0303	Safe use of cryogenic materials	Cryogen users	3.3 Full cryogenics safety course + worked examples	1 day	5 years
4	SC0401	Safety and safe use of work equipment	MEWP users	4.1 MEWP (Genie, Niftylift etc.)	1 day	3 years
4	SC0402	Safety and safe use of work equipment	FLT users	4.2 Fork Lift Truck users (initial 4 days (SC0402); 1 day refresher)	4 days	3 years
4	SC0403	Safety and safe use of work equipment	Pallet truck users	4.3 Powered Pallet Truck	1 day	3 years
4	SC0404	Safety and safe use of work equipment	Designers/providers of equipment used by or provided to third parties.	4.4 CE Marking Awareness	1 day	5 years
4	SC0405	Safety and safe use of work equipment	Ladder users	4.5 Safe Use of Ladders	1 hr	5 years
4	SC0406	Safety and safe use of work equipment	Ladder Inspectors	4.6 Ladder and Step Ladder Inspection	1.5 hrs	5 years
4	SC0407	Safety and safe use of work equipment	Users of Scaffold Towers	4.7 Users of Mobile Access Towers	1 day	3 years
4	SC0408	Safety and safe use of work equipment	Abrasive wheel users	4.8 Abrasive Wheels	0.5 day	3 years
4	SC0409	Safety and safe use of work equipment	Staff procuring of scaffold services	4.9 Scaffold Awareness Training	0.5 day	3 years
5	SC0501	Incident reporting and investigation	No specific training courses recommended – see RiteSize courses. Incident investigation is included within the 3 day Technical SHE Managers course, see SHE Code 10, below. Help files and 'Quick Start' guides for SHE Assure can be found here.			
6	SC0601	Risk management	Line managers and staff	6.1 STFC Risk Management Awareness Course	1.5 hrs	5 years
6		Risk management	Line managers	6.2 Risk management is included within the 3 day Technical SHE Managers course, see SHE Code 10, below.		
7	SC0701	SHE Improvement planning	No specific training courses recommended - see RiteSize course.			
8	SC0801	Travel on council business	High mileage drivers (>3000 m/y) including Professional Drivers	8.1 Driving Development	3.5 hrs	5 years
8	SC0802	Travel on council business	Inexperienced/young travellers	8.2 On-line Personal Travel Safety	As required	
9	SC0901	Working at height	Staff working at height	9.1 Working at Heights	1 day	5 years
9	SC0902	Working at height	Staff using harnesses	9.2 Harness and Fall Arrest	1 day	5 years

October 2020

Course titles in bold are mandatory

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Staff, facility users, visitors and tenants

- Are required to attend all training and associated refresher training identified by their manager

- 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 H&S hazards to which they could be exposed
  - Local safety control measures
  - Relevant emergency procedures

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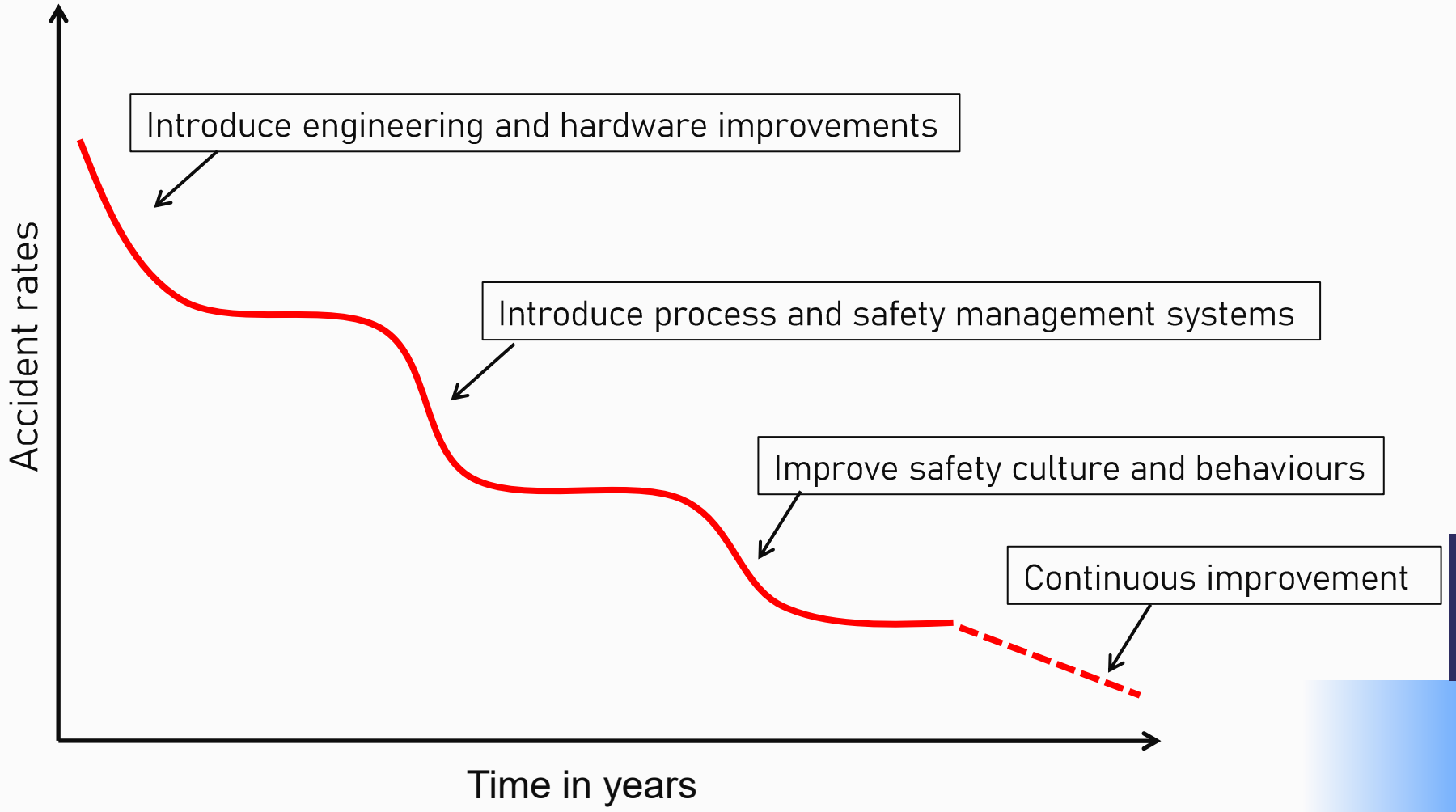
SHE Culture and Leadership

- Are required to attend all training and associated refresher training identified by their manager
- 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 H&S hazards to which they could be exposed
  - Local safety control measures
  - Relevant emergency procedures

Why improve safety culture?

A model for reducing accident rates



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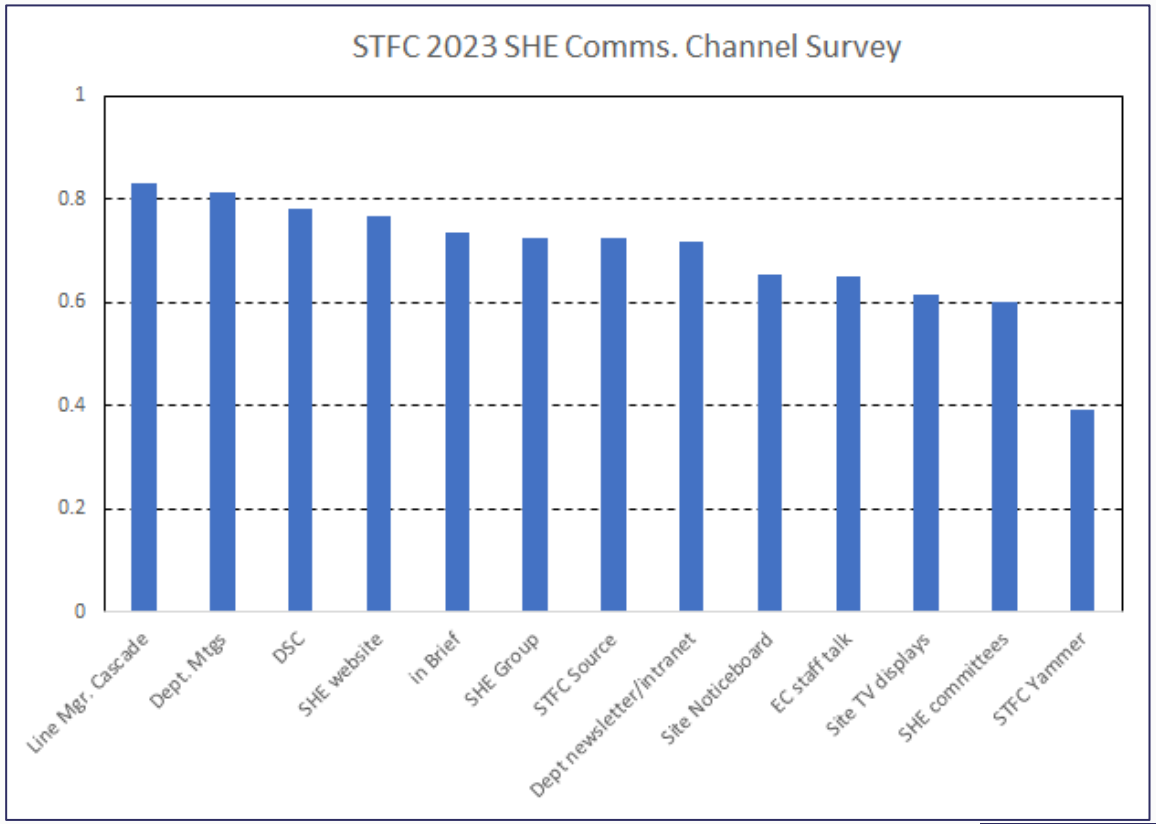
STFC Culture survey: Recommendations

- Continue action to improve ease of use of SHE Codes and Instructions
- Raise profile of environmental management and increase communication
- Improve close out of actions arising from incidents/near misses, RAs, safety tours and SHE audits
- Maintain strong emphasis on SHE training programmes
- Continue to integrate SHE management system into all aspects of STFC activity
- Continue with visible leadership of SHE issues from the top

STFC SHE communication survey

- The survey highlighted staff preference for SHE information to be 'pushed' to them by line management – so it can be filtered and focussed on what matters locally though the following channels:
  - Line managers
  - Dept meetings
  - Department SHE Contacts (DSCs)
- In terms of frequency of use, the survey found that the SHE website was the most frequently used source of SHE information.



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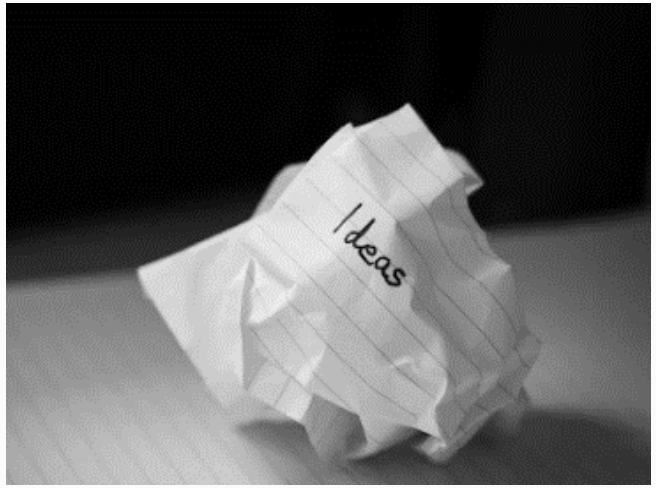
STFC SHE communication survey

- From the free text comments, the key expectations of staff were:
  - Communication through email, newsletters, texts, webinars, and In Brief updates
  - Making use of DSCs to send information
  - Communicating SHE information through line management
  - Breaking down SHE information into smaller, concise pieces
  - Clear and non-complicated wording in communication
  - Making SHE website (and SHE info on Source) easier to navigate
  - Regular safety bulletins and updates
  - Disseminating important information through offline communication platforms, e.g. posters, TVs, EC staff talk, etc.
  - Providing customised training based on job categories
  - Feedback provided on actions taken after creation of an incident report



STFC SHE communication survey



- As a result of the survey, SHE Group is currently working on:
  - Providing a regular stream of SHE items to the Exec chair forum
  - Having an in person launch for new SHE Codes or major updates
  - Making SHE training course feedback available to staff
  - Re-marketing the SHE website, staff to register areas of interest and specific news pushed to them
  - Links from Dept intranet sites to SHE website
  - Making SHE committees, minutes, and quarterly reports more available to all staff
  - Supporting line managers so they can cascade relevant info
  - Using SHE Directory to push relevant info to the correct staff
  - Piloting at DL the use of new TV screens in Depts for relevant SHE info
  - Evotix Assure – providing video mini tutorials to assist staff

Leadership in practice



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Conclusion

- There is still significant room for improvement in STFC's SHE performance

- There is plenty of scope for improvement and refinement of STFC's SHE management systems

- Success in both these will depend critically on the attitude and commitment of staff and managers at all levels

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Thank you