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STFC SHE Training for Technical Early Careers

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Introduction

Director Introduction

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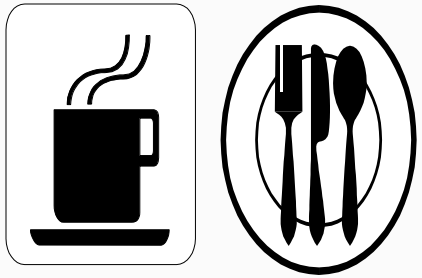
Domestic arrangements















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Course introductions

- Name
- Job description
- Safety management responsibilities
- 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

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

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

Hazards arising from STFC's activities

- Ionising Radiation
- RF – Microwave
- Lasers
- Electrical
- Static magnetic fields
- High pressure systems
- Biological hazards
- Workshop hazards
- Vacuum systems
- High temperature
- Low temperature
- Cryogenic liquids and gases
- Hazardous substances
- Construction site hazards
- Travel
- Lone working

Matrix management

- Multiple projects originating in a number of STFC ‘Home’ Departments

- Cross departmental projects drawing expertise from across STFC

- Collaborative input from or contribution to Universities and other UK/International R&D establishments leading projects

- Contractors

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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 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



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



Financial

- The latest HSE estimate of the cost of occupational injury and ill health to the UK economy is for FY22/23:
  - Total : £21.6 billion
  - Ill health : £14.5 billion
  - Injury : £7.1 billion



  - UKRI budget 25/26 = £8.8 billion
  - STFC budget 25/26 = £618 million

Statistics - Costs to Britain of workplace injuries and new cases of work-related ill health (hse.gov.uk)

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Motivations for safety management

- We want to – reputation
  - Adverse publicity following a health, 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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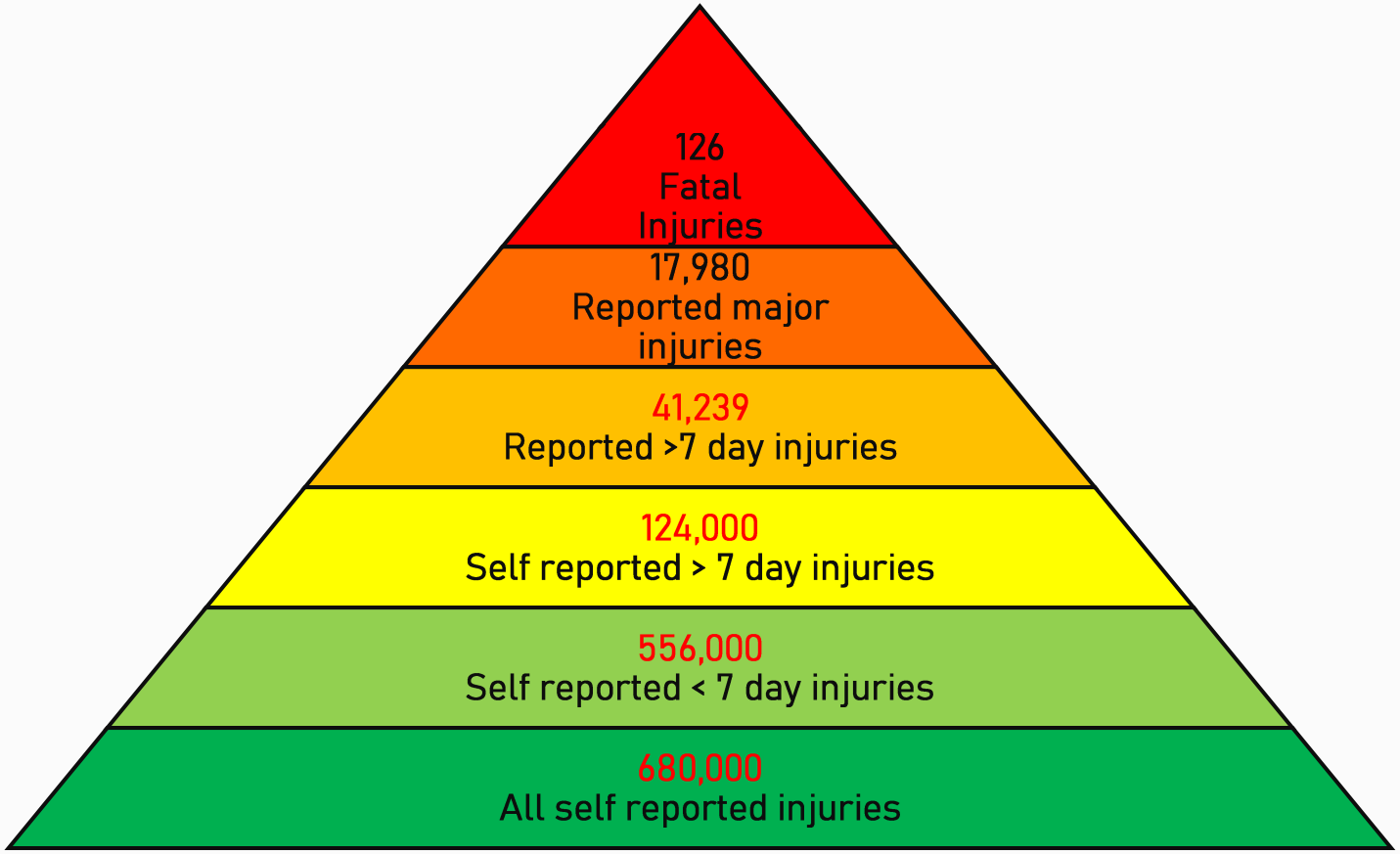
UK injury data 25/26

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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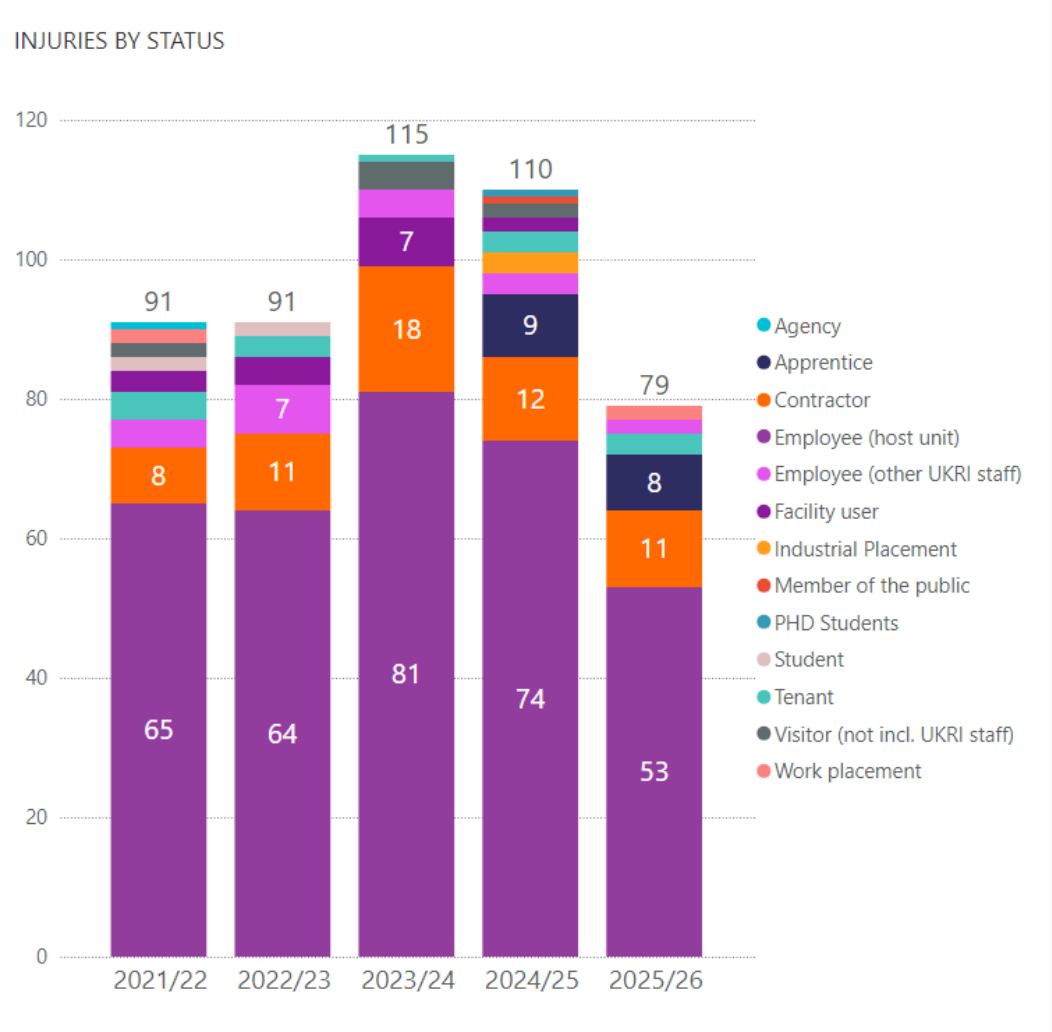
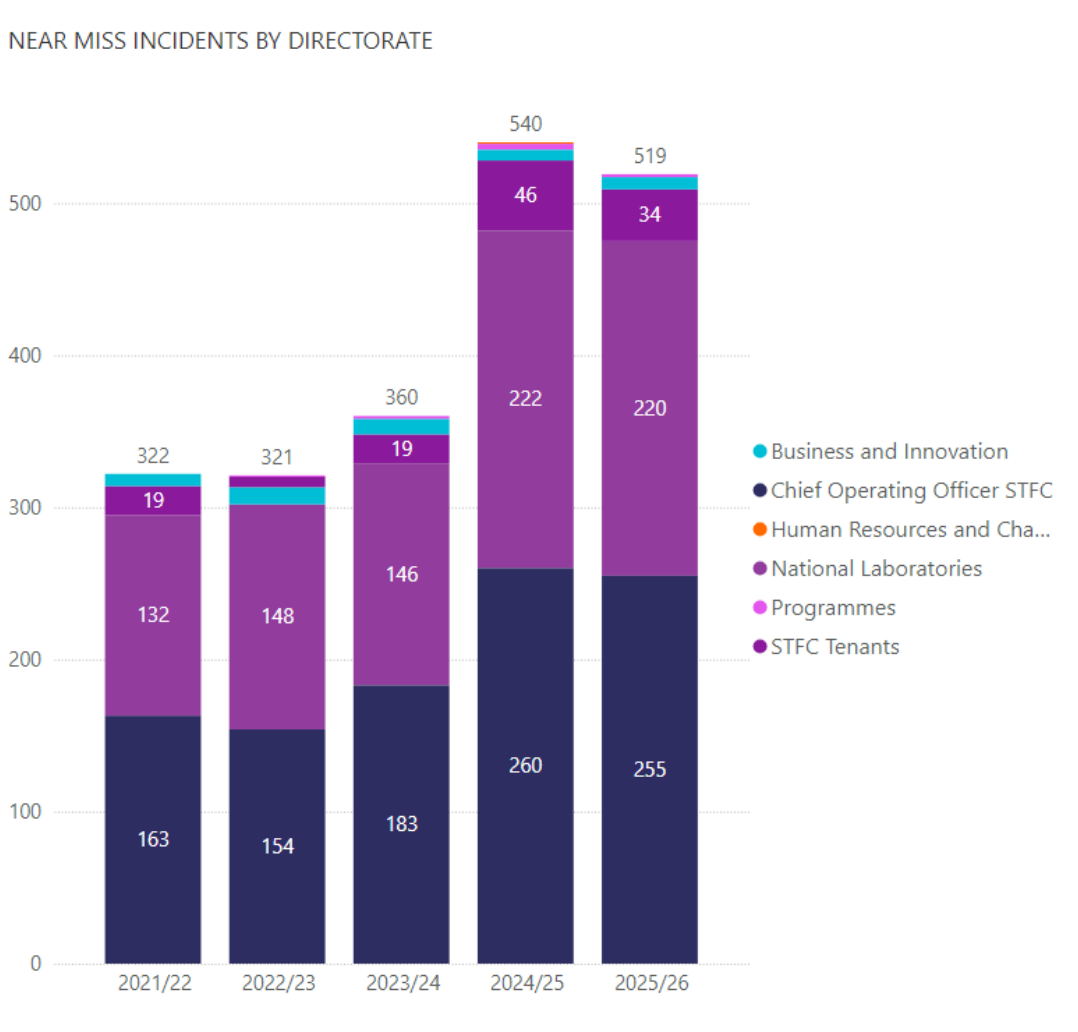
STFC Incident data





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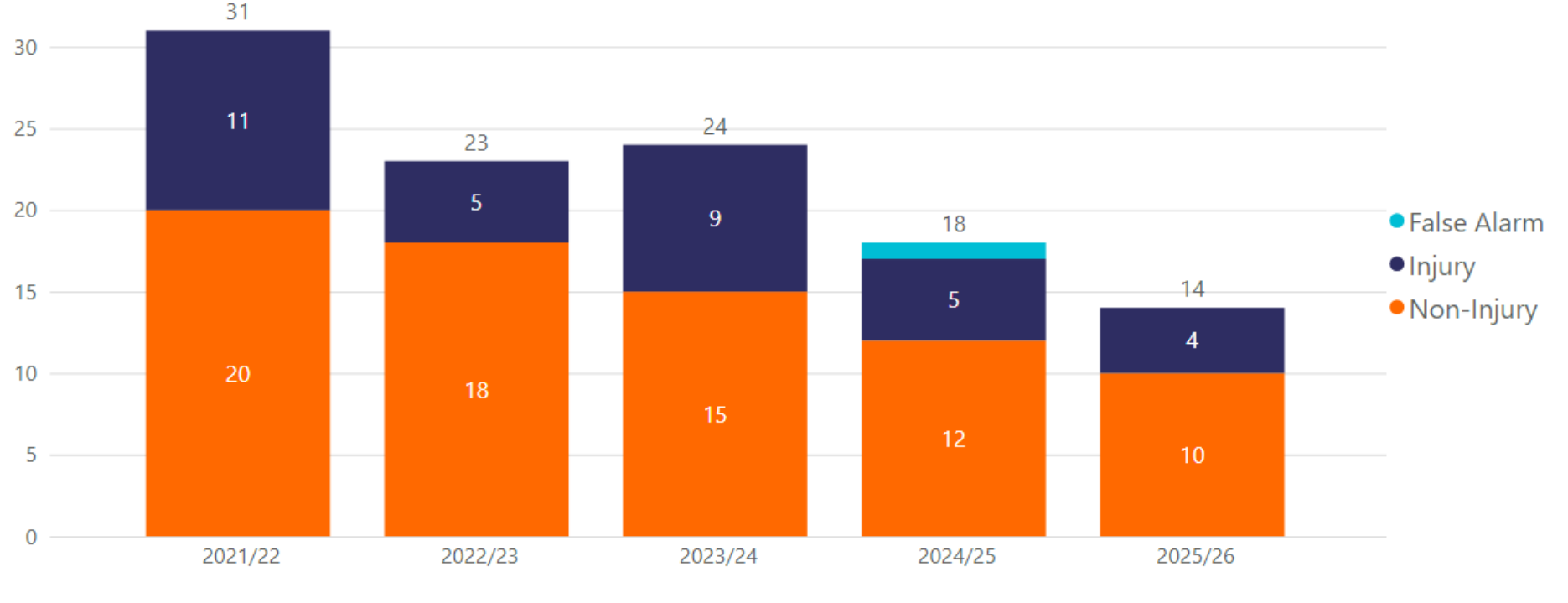
Serious or Potentially Serious Incidents (SoPs)

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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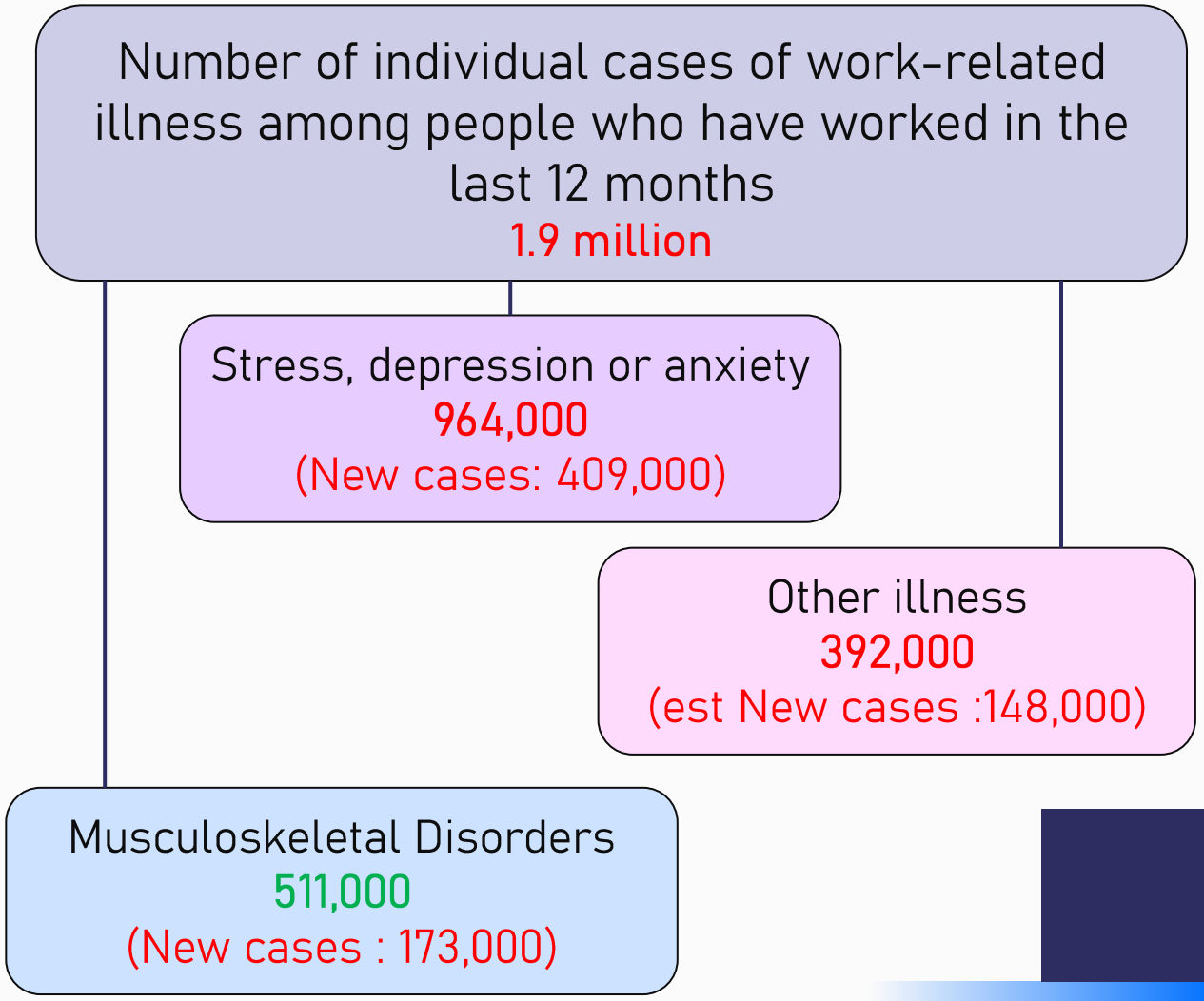
Exercise 1: Incident examples

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)]



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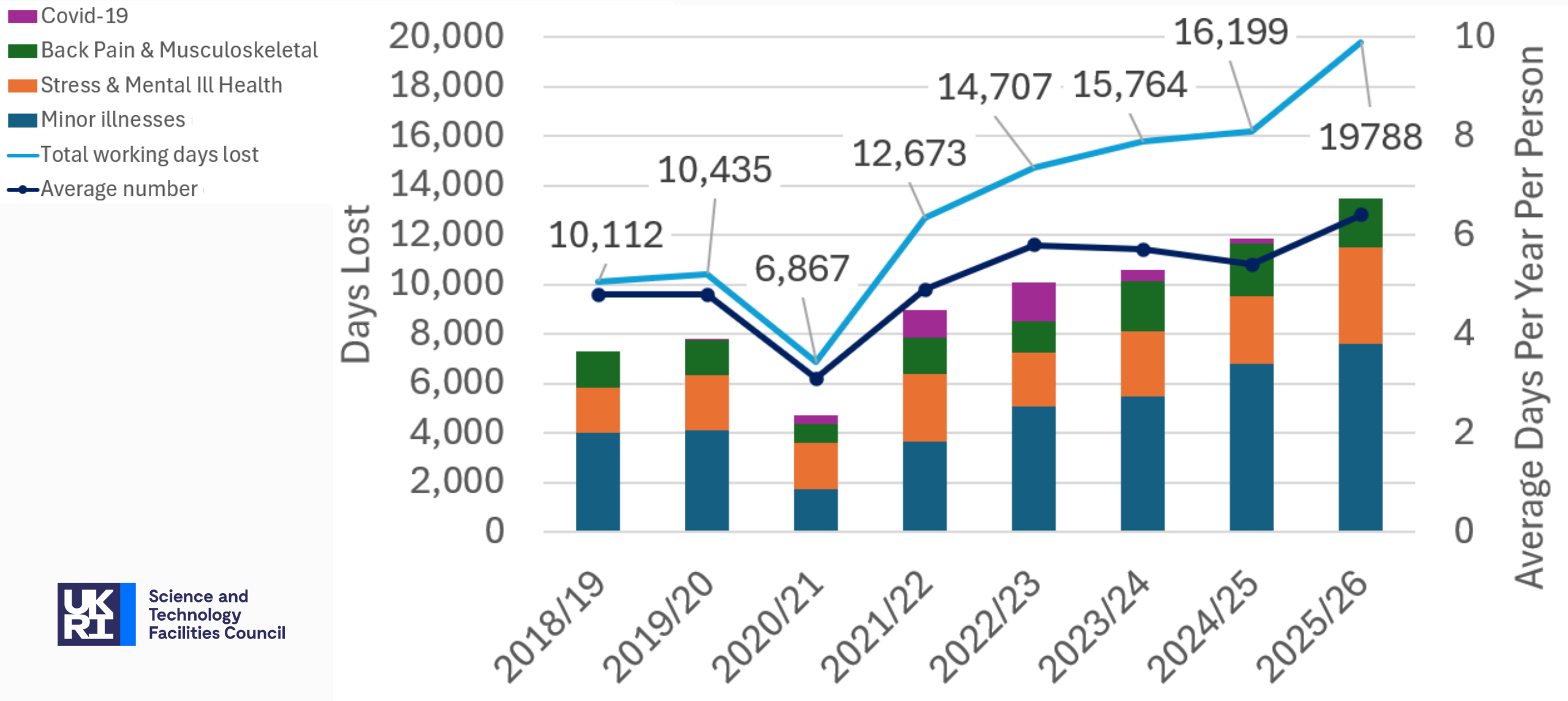
STFC working days lost by financial year



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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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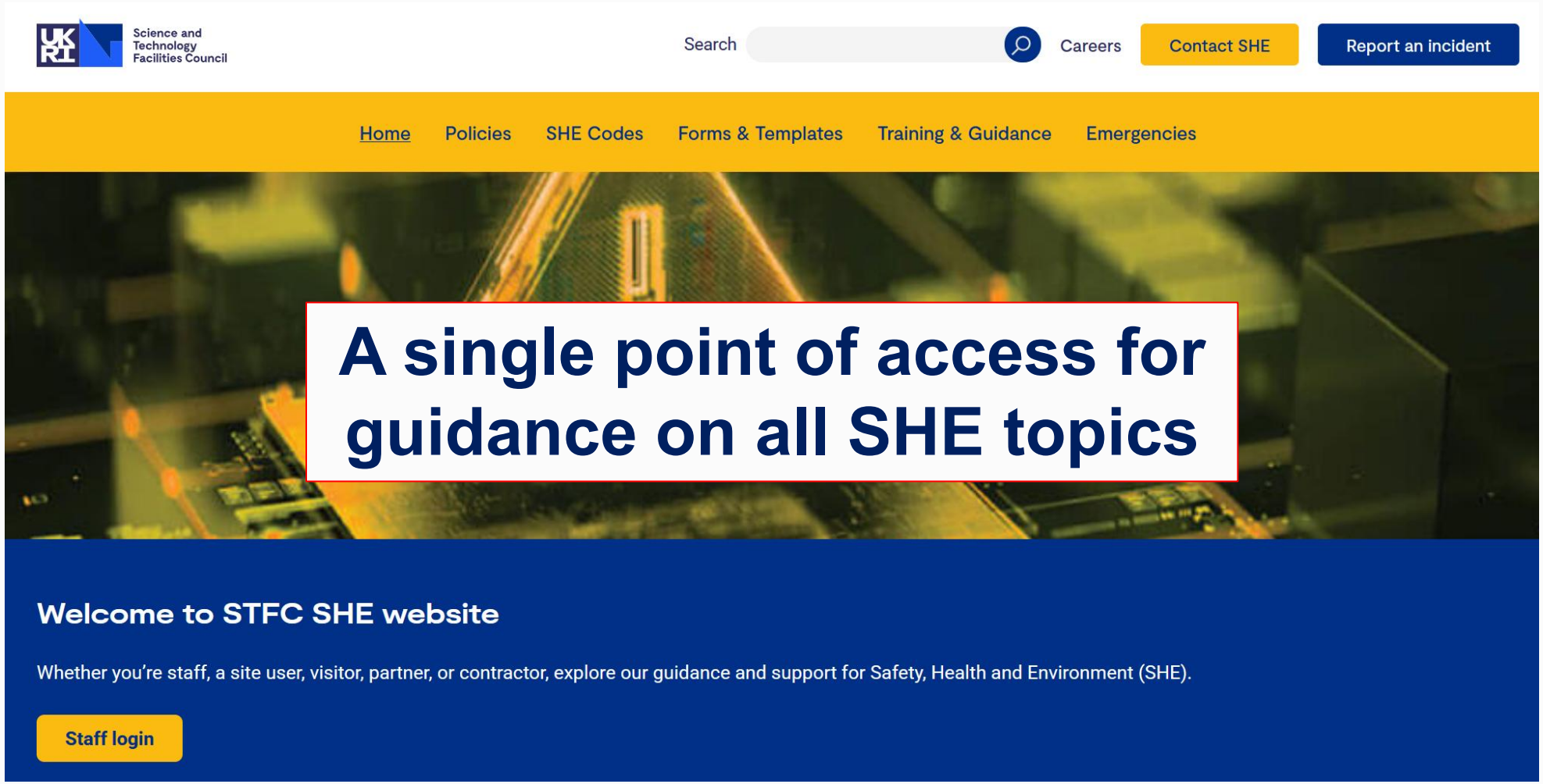
SHE Website



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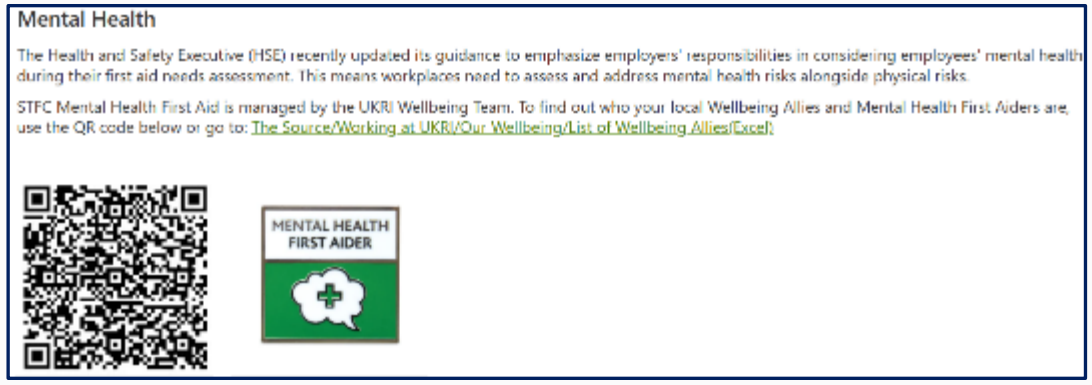
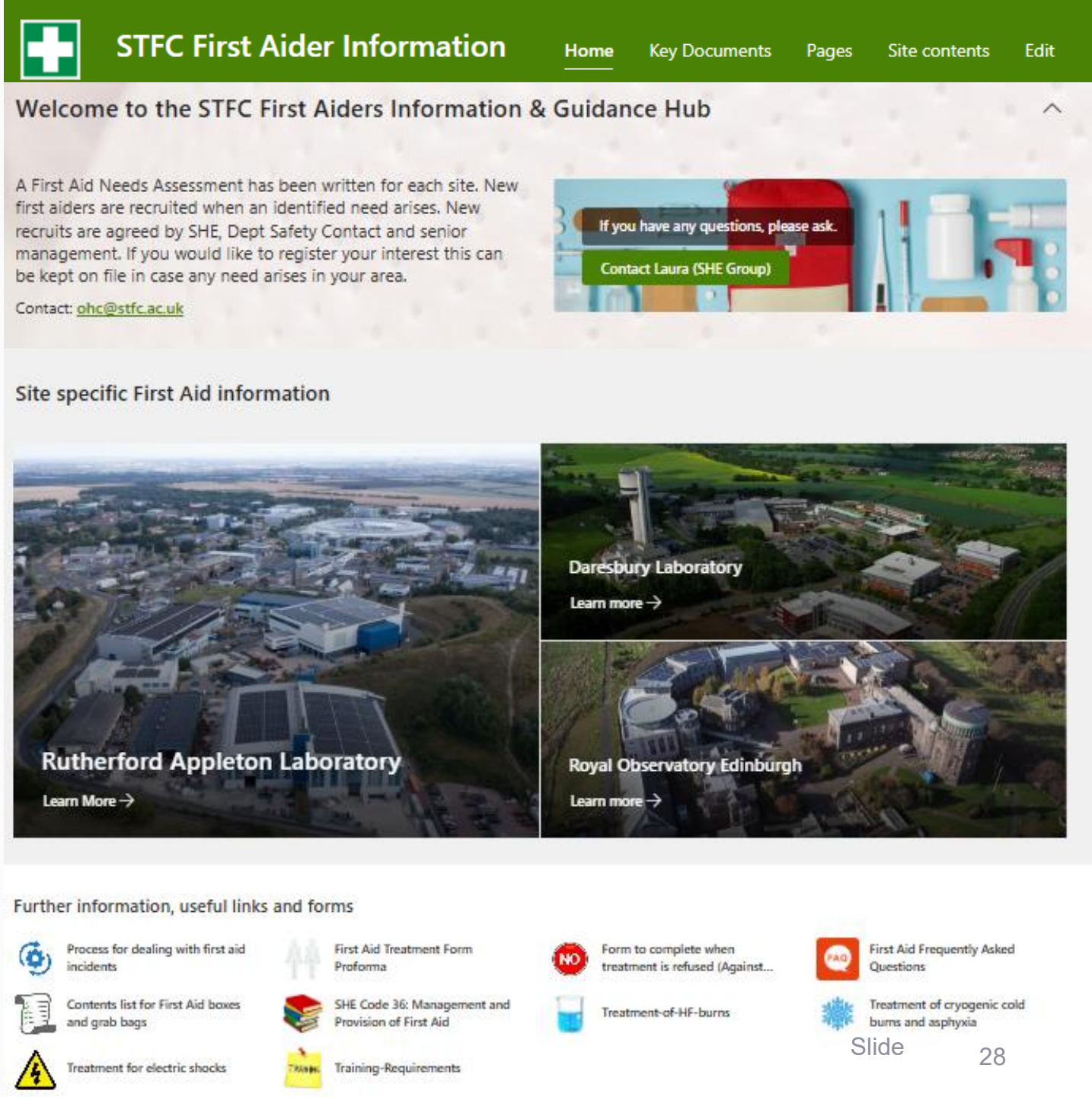
New First Aid Sharepoint site

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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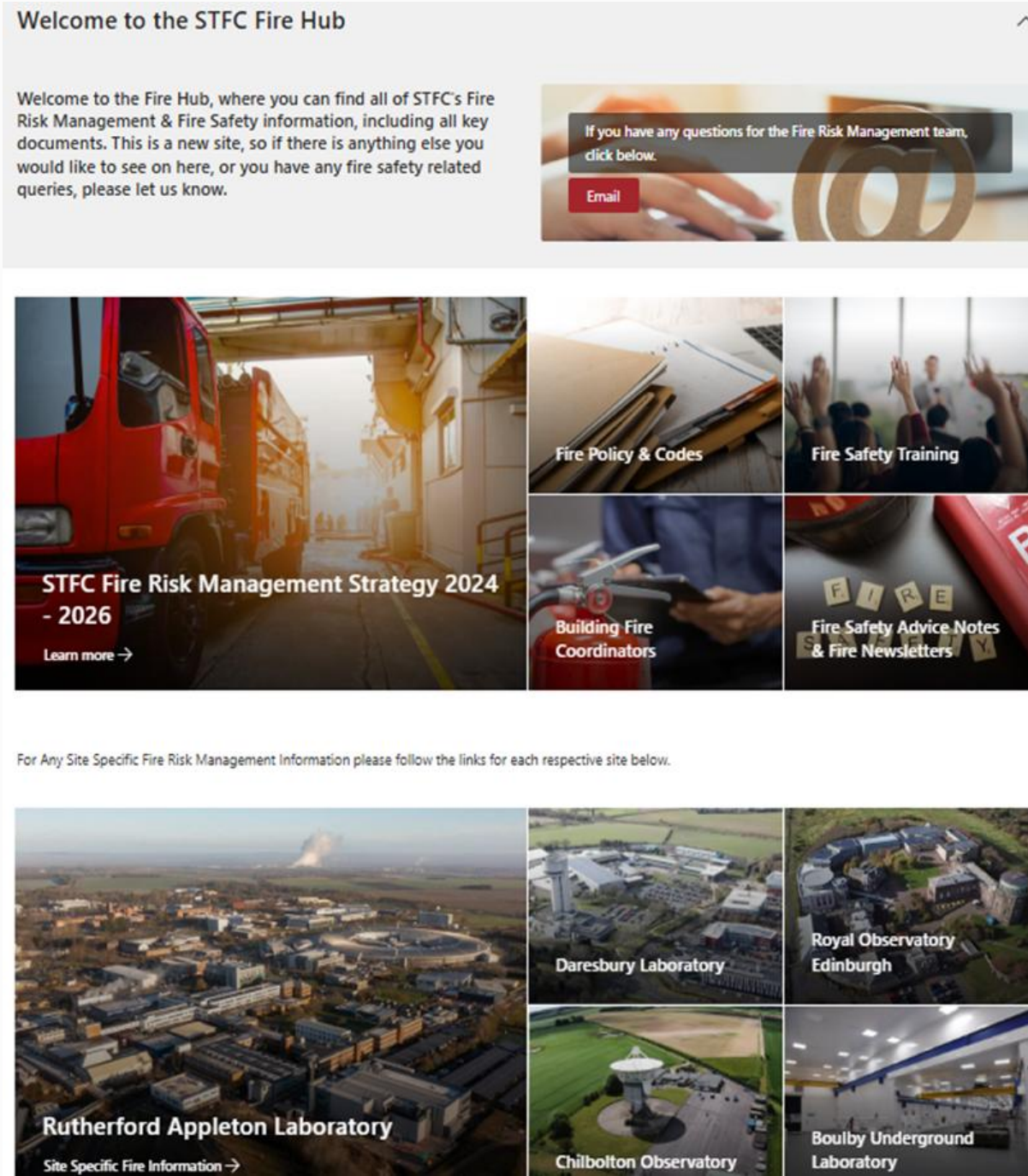


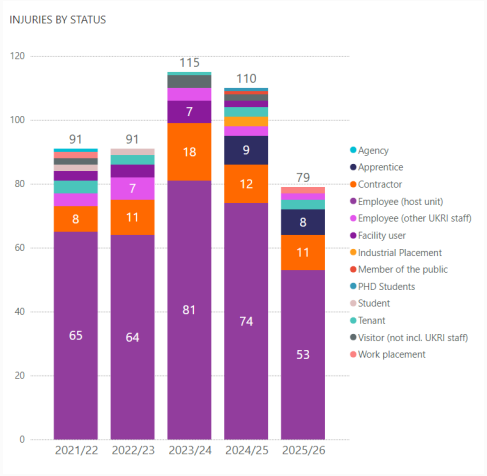
Conclusions for STFC – Improvement?

- 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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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

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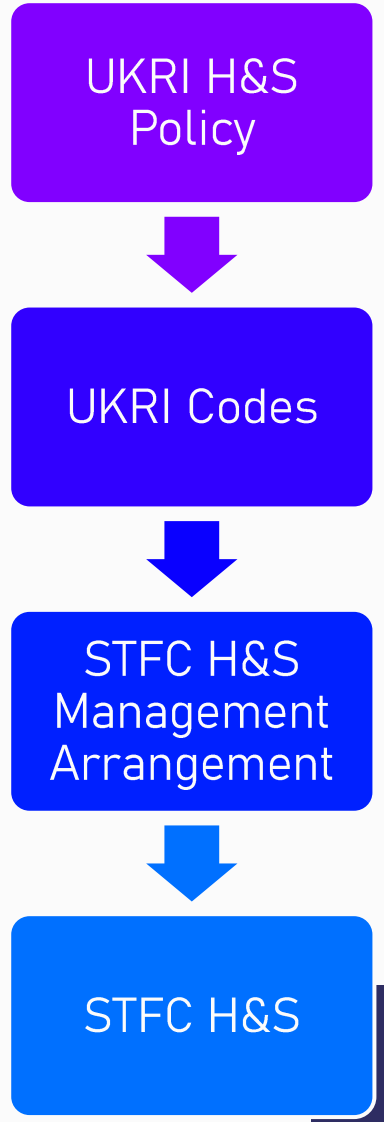
UKRI Health & Safety Policy

- 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



STFC SHE management system

- Complex hazards arising from STFC's activities
- Matrix management
- "having regard to the nature of its activities and the size of its undertaking" .....
- STFC needs a substantial and robust safety management system



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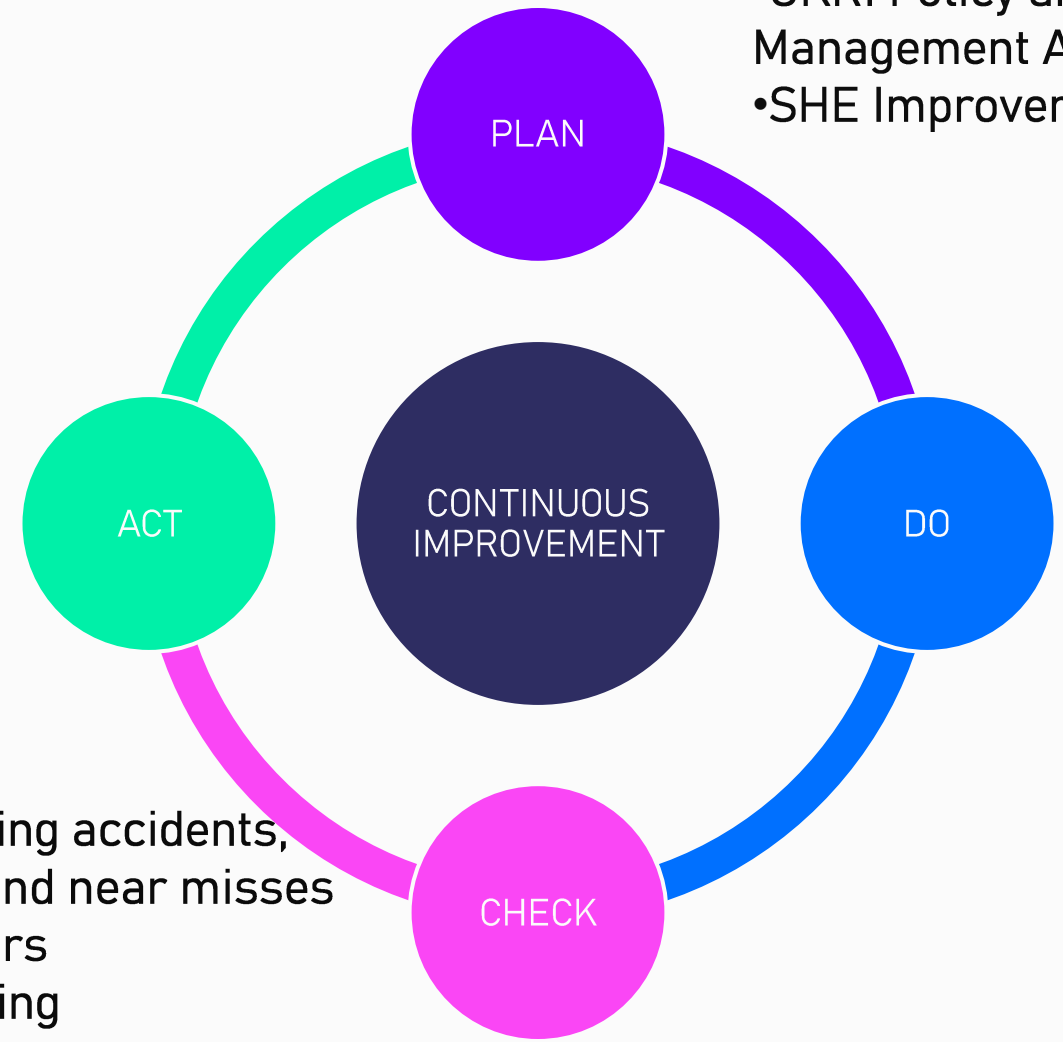
SHE Management System PDCA Cycles

•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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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 40 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

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 Safety Codes covering:
  - Purpose
  - Scope
  - Definitions
  - Responsibilities
  - Appendices with additional information on hazards, guidance, training, safety processes and document retention



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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

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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Line Manager/Individual interaction

- The Line Managers pull together the different strands of safety management from:
  - SHE Group
  - Internal departments and divisions
  - Individual projects
- People can expect support from their line manager for the implementation of all aspects of the STFC safety management system e.g. RA, training etc.
- For individuals interacting with STFC who are not members of staff (e.g. contractors, tenants, collaborators), the chain of safety responsibility is detailed in Appendix 2 of the H&S Management Arrangements document

Exercise 3: Personal safety review

- 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 : Working at Height (SHE Code 09)
  - Group 2 : Manual Handling (SHE Code 12)
  - Group 3 : Controlling Pollution to Air, Land and Water (SHE Code 41)

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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

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

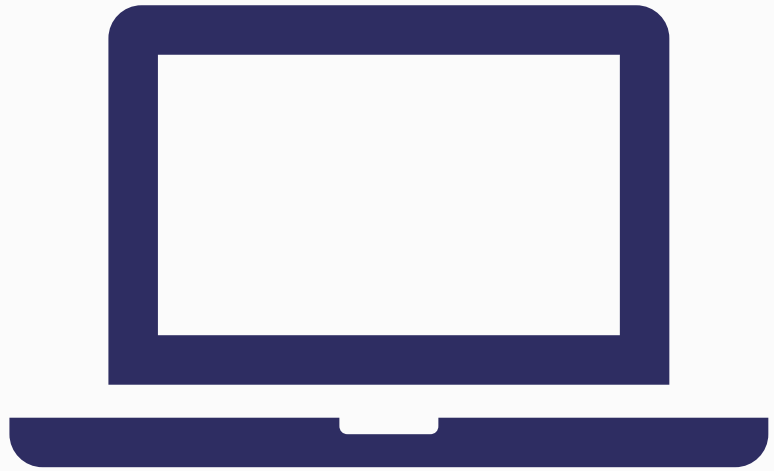
- In reported road collisions in Great Britain in the year ending June 2024 there were an estimated:
  - 1,607 fatalities, -2% compared to the year ending June 2023
  - 29,540 killed or seriously injured, slight increase compared to the year ending June 2023
  - 128,920 casualties of all severities, -4% compared to the year ending June 2023



Reported road casualties in Great Britain, provisional estimates: year ending June 2024 - GOV.UK (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 Assessmentt

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'



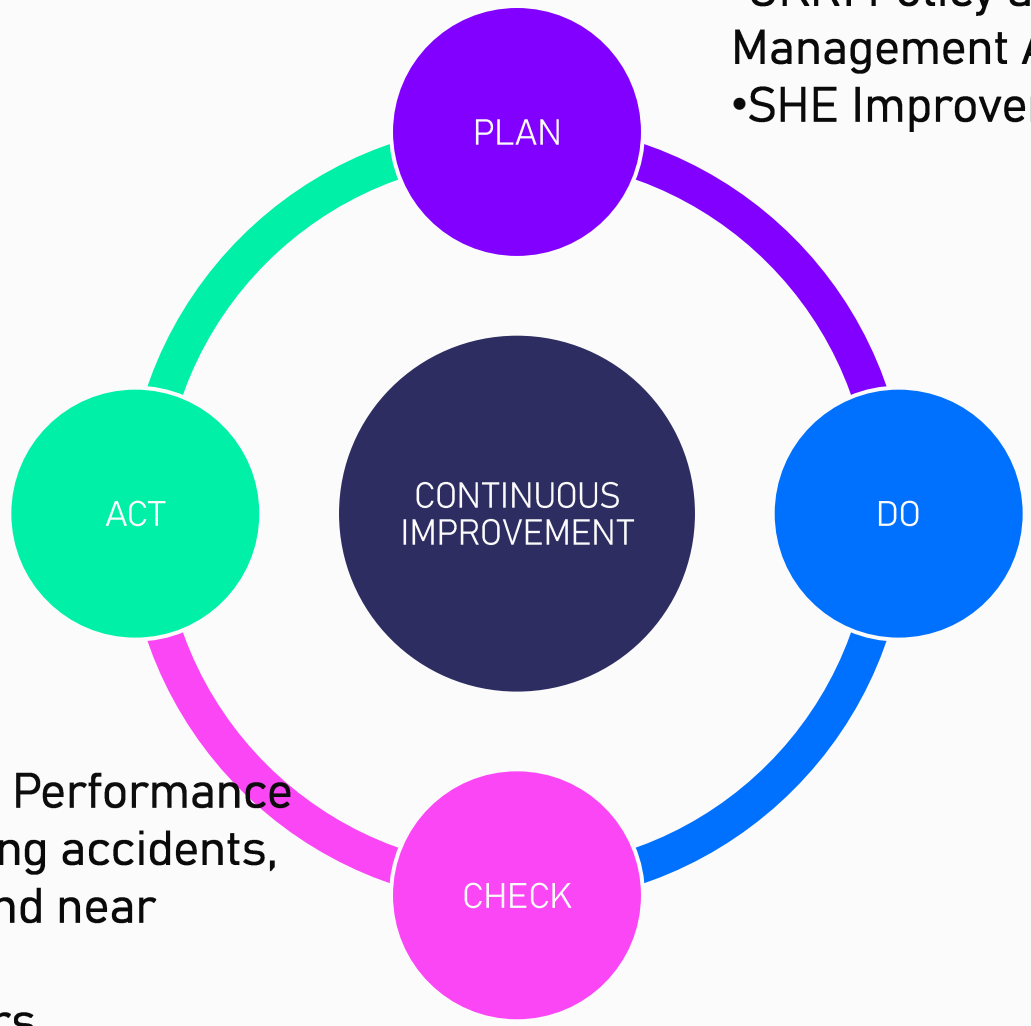
- RA is about foresight and planning, what can go wrong and how will I prevent this from happening – a good RA will prevent incidents

- 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 Cycles

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



•Risk assessment
  •Every employer shall make a suitable and sufficient assessment of ….
•Assign responsibilities
•Implementing training and competence

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

•Reviewing performance
•Learning lessons

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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

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HSE 5 steps to risk assessment



Time, money and effort should be proportionate to the level of risk

You may see all types of RA in your role. However, all models must meet this criteria to be "suitable and sufficient"

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!



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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

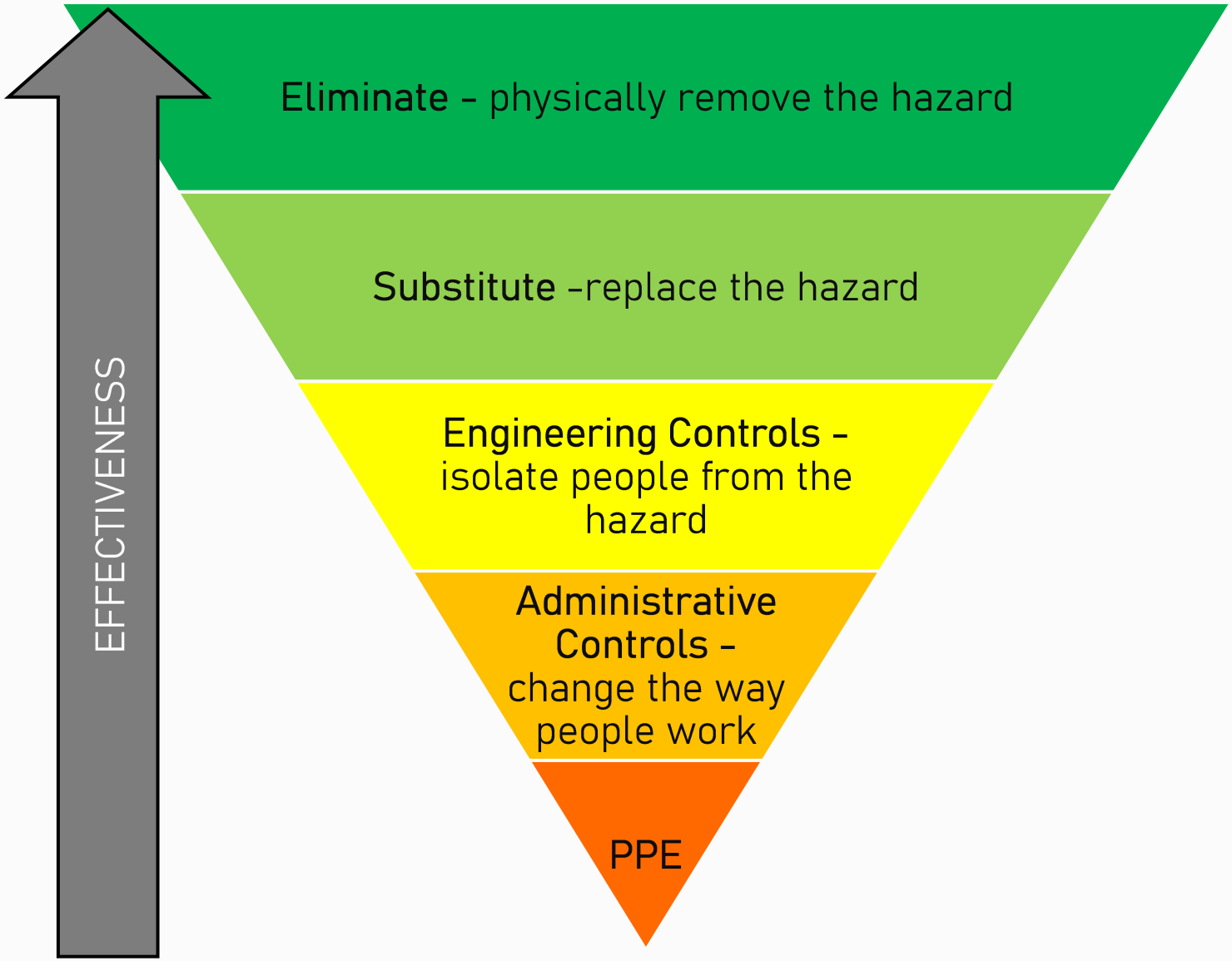
- Risk is the likelihood that a person may be harmed or suffers adverse health effects if exposed to the hazard.

- 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 take 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.

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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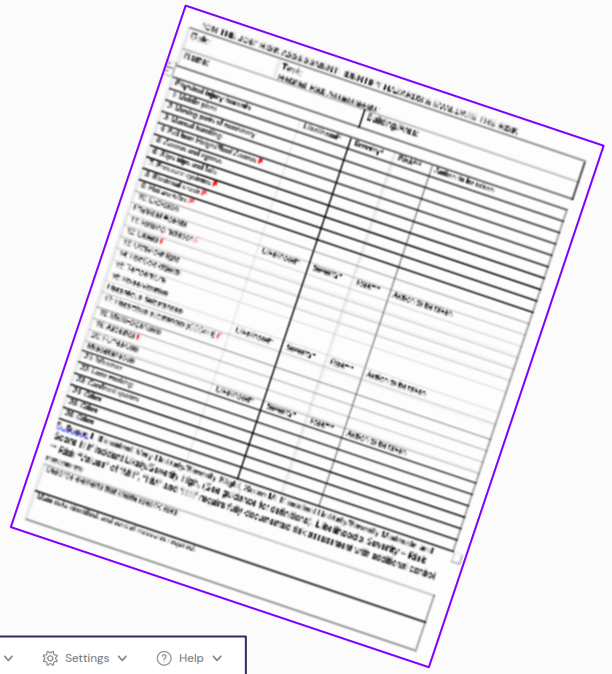
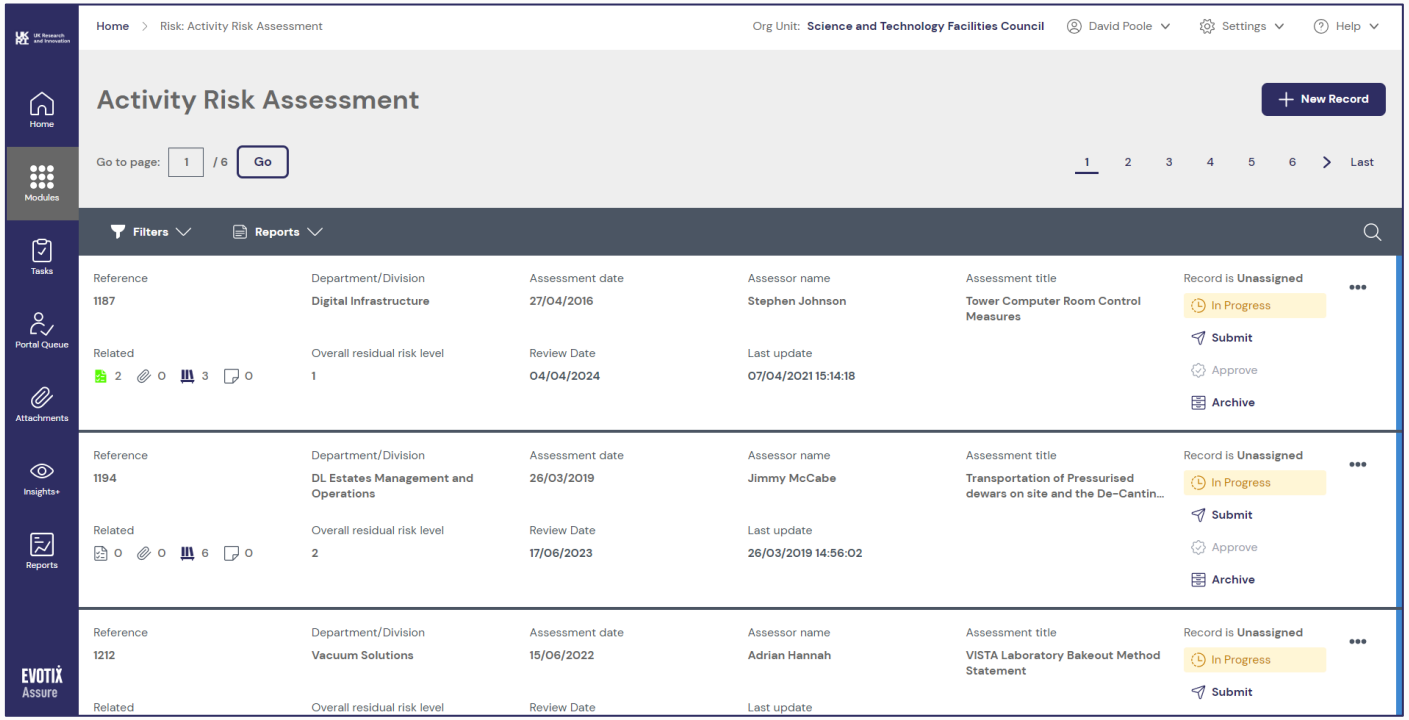
What might you see in STFC?



- 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'



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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?



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SC 05: 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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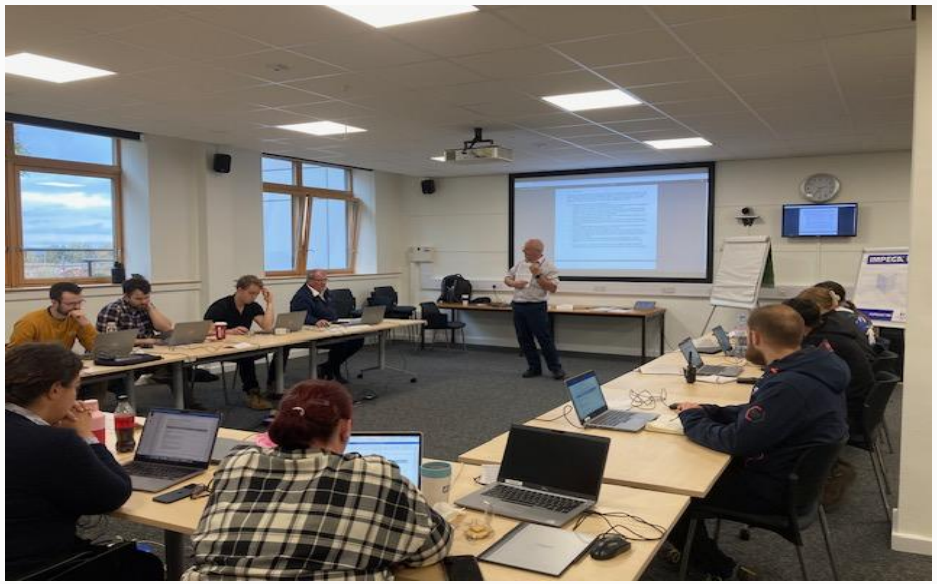
SHE Training

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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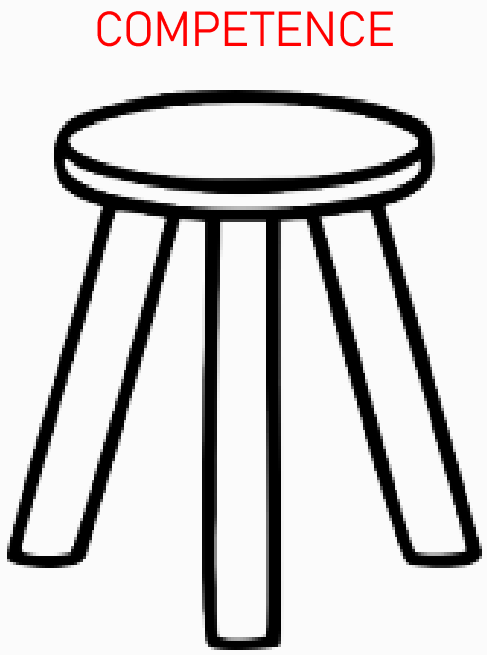
Training scope

- 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

- Induction training must be delivered on first arrival

- Followed by a suite of 5 mandatory training courses for all staff, refreshed 5 yearly:

  - SHE Induction
  - Fire Safety
  - DSE training
  - DSE self-assessment
  - Safe Manual Handling

- Plus, an additional 3 mandatory training courses for all staff within 6 months, all are available on-line and no refreshers are required:

  - STFC Health and Safety Management Arrangements Bite Size
  - Electrical Safety Essentials
  - Asbestos Essentials

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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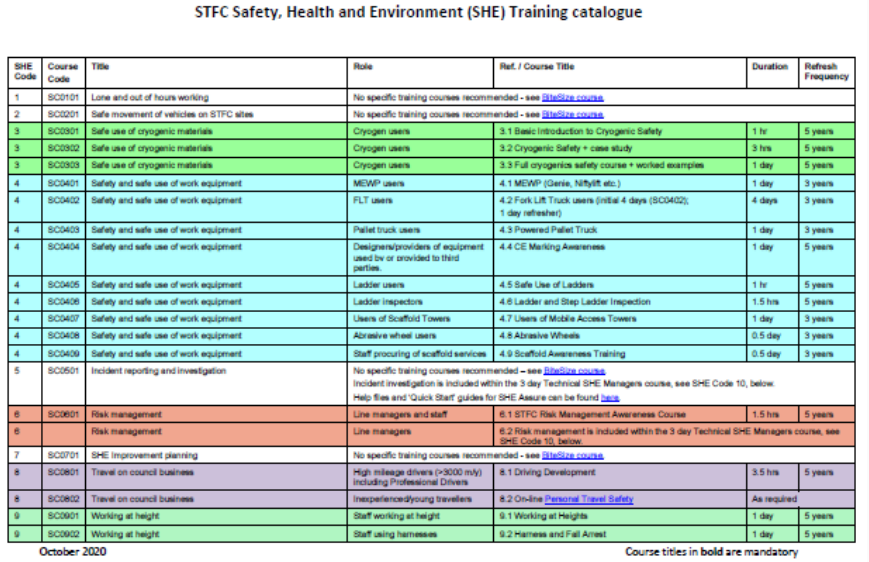
Job or hazard specific SHE training

- Role/project related training is identified by Line Managers for staff through a Training Needs Analysis
  - Conducted on appointment (or within 4 weeks),
  - 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

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 BiteSize course			
2	SC0201	Safe movement of vehicles on STFC sites	No specific training courses recommended - see BiteSize 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 BiteSize course. 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 BiteSize 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

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Course titles in bold are mandatory

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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!

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)

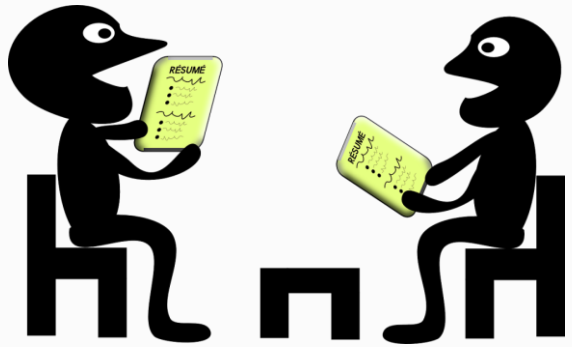
Line manager & supervisor responsibilities

- 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

Exercise 7: Training Needs Analysis (TNA)

- Review your training needs using headings provided and the personal safety review
- Prepare a summary of issues identified and actions required to discuss with your Line Manager



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Course titles in **bold** are mandatory

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Safety Culture and Leadership

Motivations for safety management

A “Life Changing Experience” :

Hindsight : The Ken Woodward Story

Lattitude Productions Ltd

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Safety culture failings



















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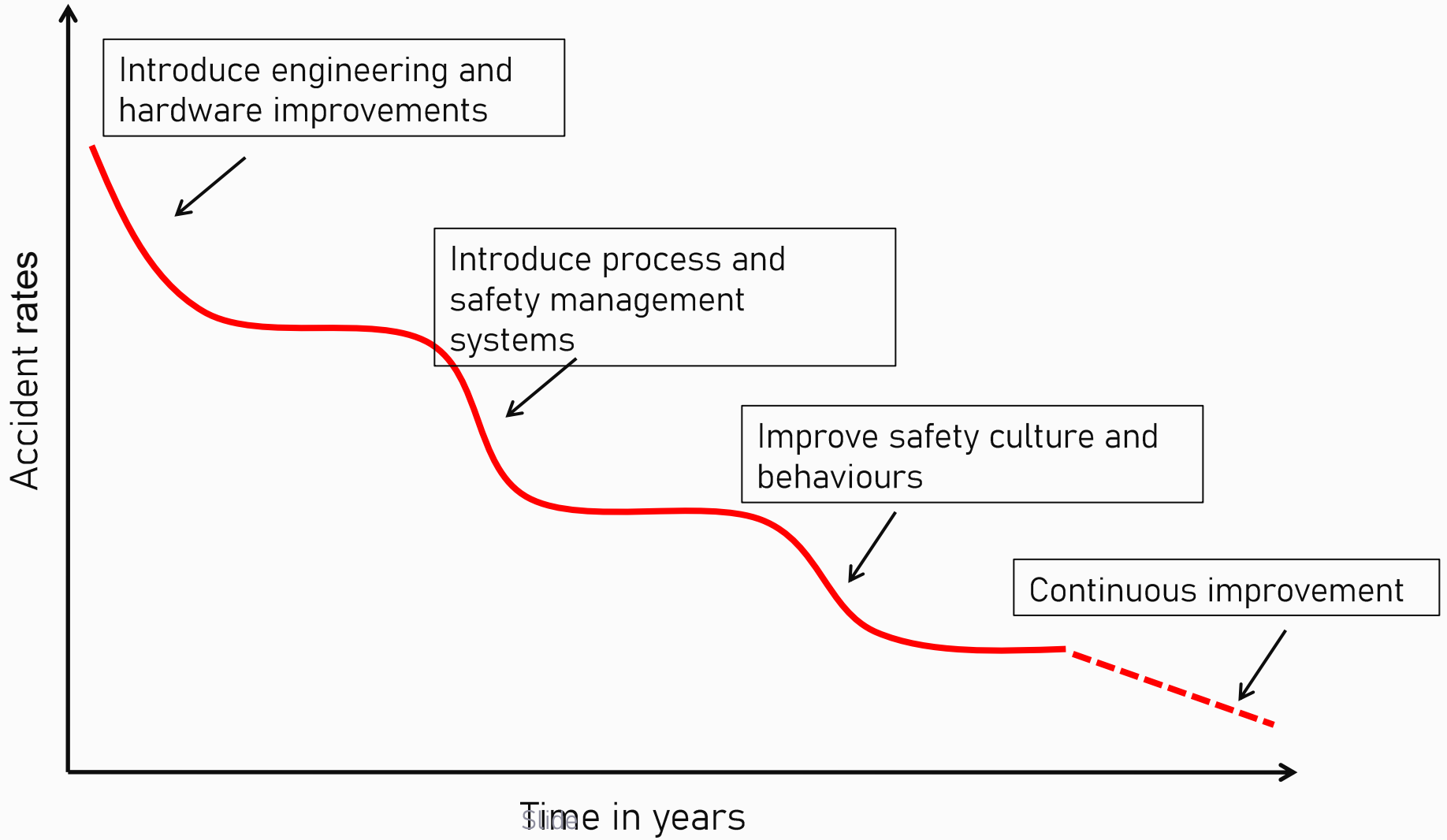
Why improve safety culture?

A model for reducing accident rates



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What is safety culture



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https://www.youtube.com/watch?v=mNbKEWuh814 – Link to video

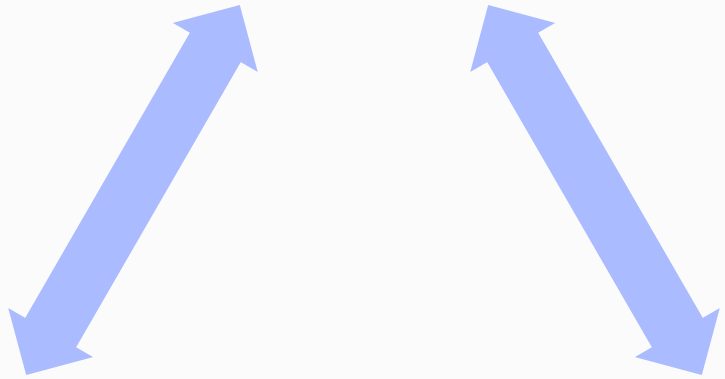
Components of a safety culture

Behavioural Aspects

- "What people do"

Safety related actions and behaviours

Policies, procedures, regulation, organisational structures and the management systems



The "safety climate" of the organisation which is concerned with individual and group values, attitudes and perceptions

Situation Aspects

- "What the organisation has"

Psychological Aspects

- "How people feel"

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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

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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 climate 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.

- STFC is currently at Level Four : Co-operating on the Fleming safety culture maturity model

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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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

Exercise 8: 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

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

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

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- 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://www.she.stfc.ac.uk/