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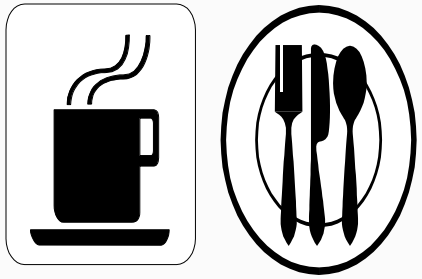
STFC SHE for Technical Managers 5 Year Refresher Workshop

Domestic arrangements















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Course introductions

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

Overall aims of the course

- To provide you with an update and refresh on STFC's SHE Management System including:
  - Understand the UKRI/STFC health and safety policy developments.
  - Appreciate trends in STFC's health and safety performance.
  - Review any new STFC SHE Codes
  - Refresh knowledge on the applicability of SHE Codes.
  - Review developments in STFC's SHE IT systems.
  - Refresh understanding of the STFC risk assessment process.
  - Review health and safety training requirements
  - Understand the critical importance of line management in achieving continuous improvement in safety performance

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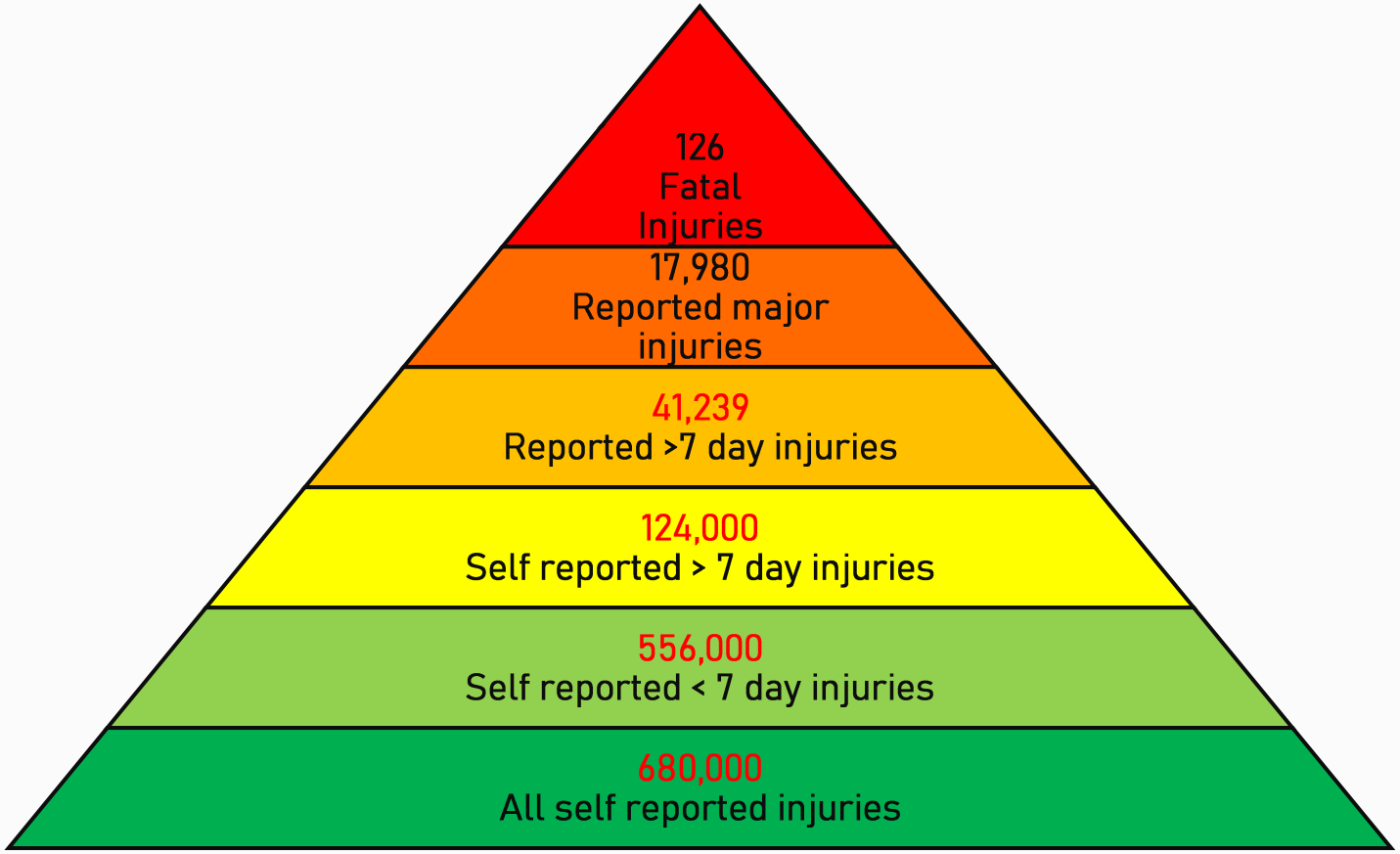
SHE Performance Update

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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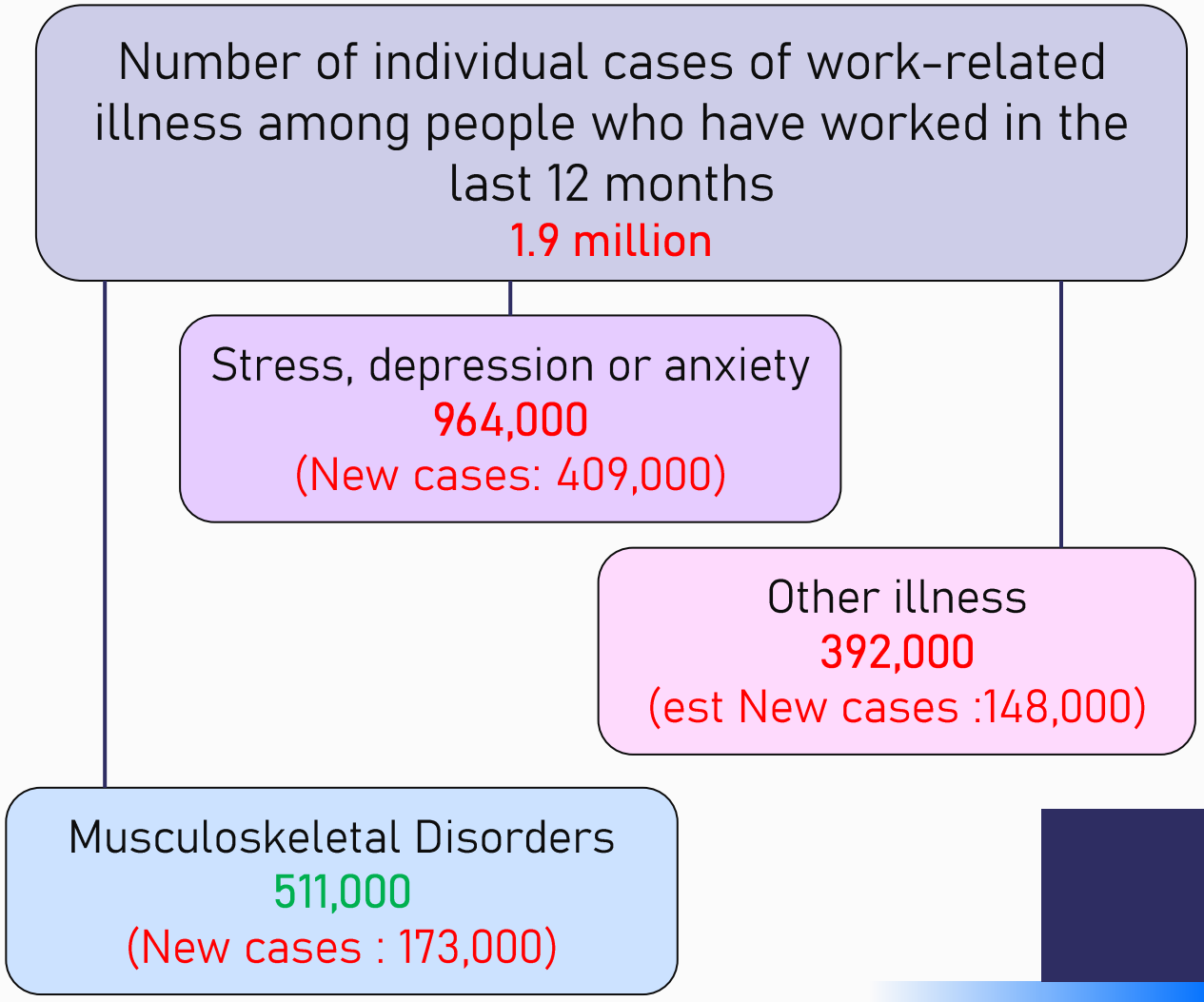
Self reported work related illness (24/25)

- 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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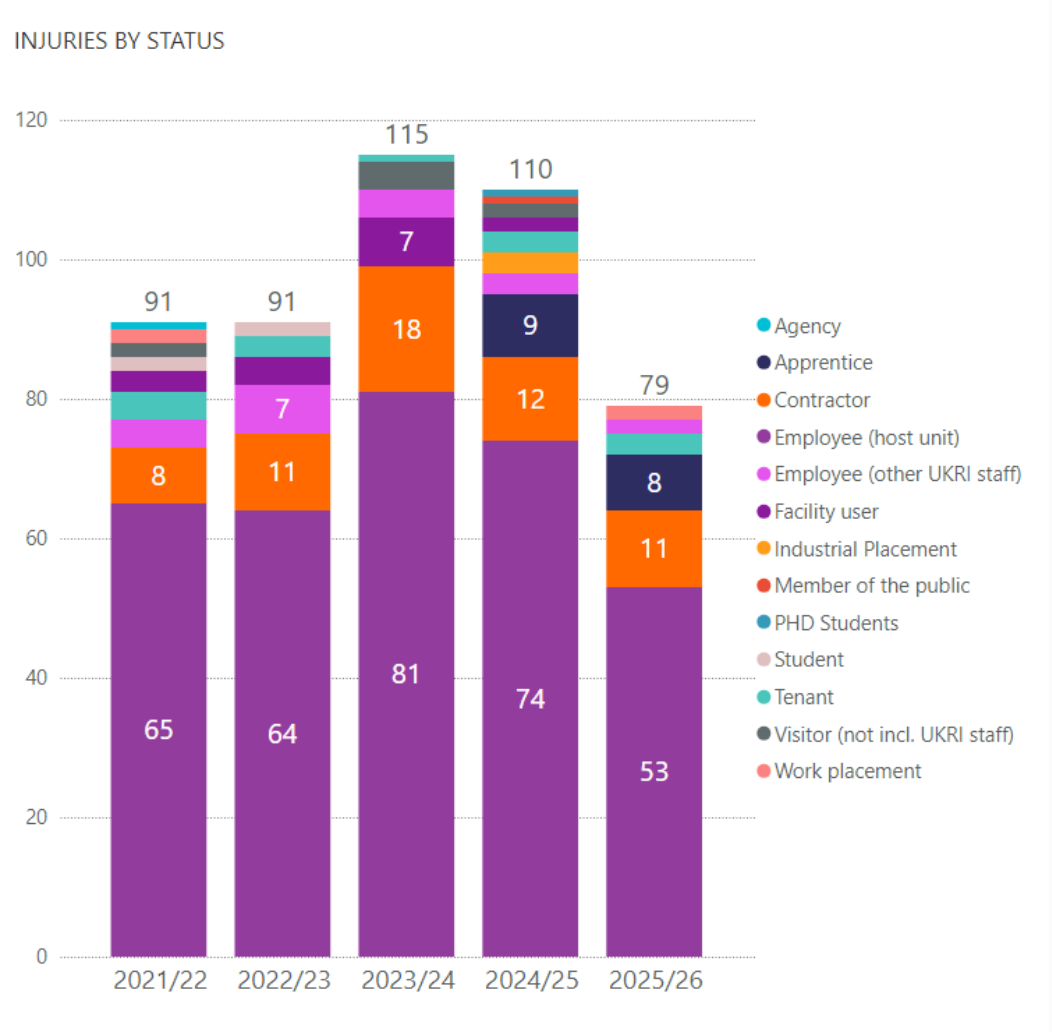
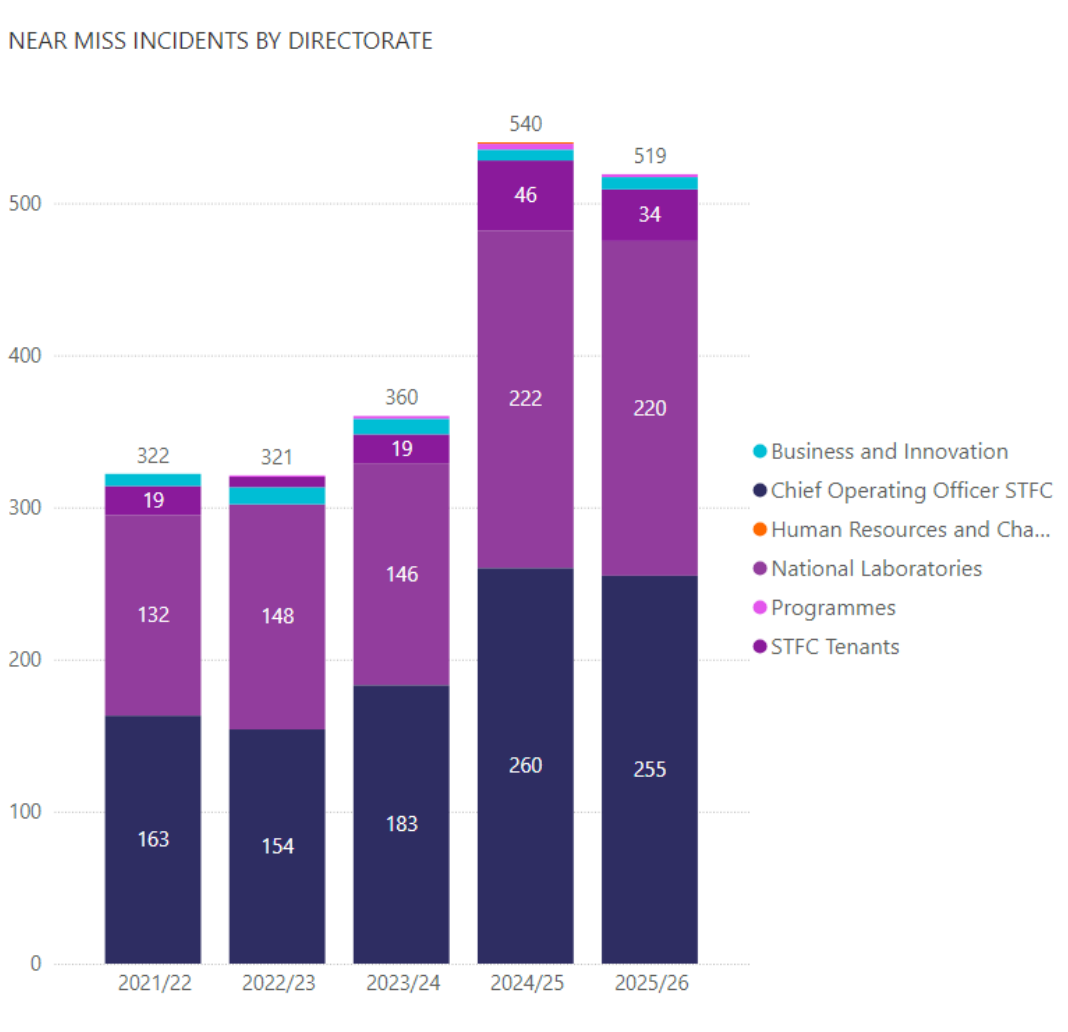
STFC Incident data





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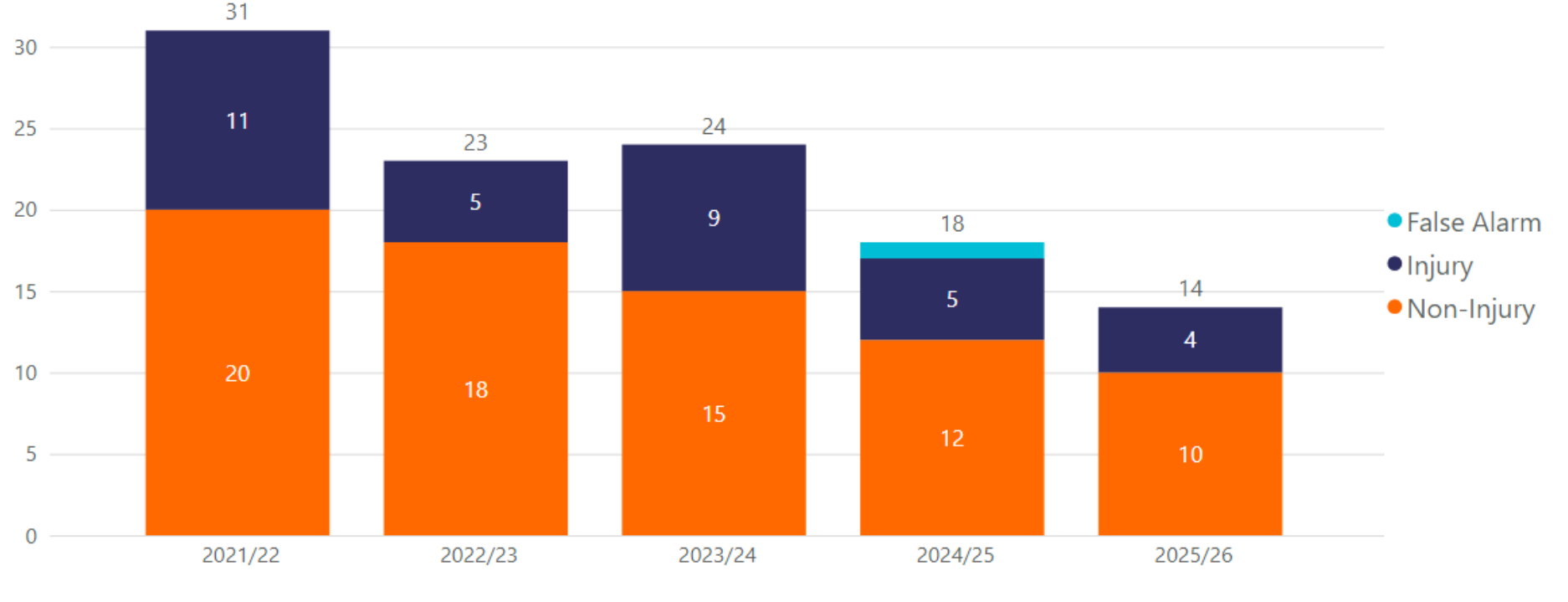
Serious or Potentially Serious Incidents (SoPs)

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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STFC sickness absence in 2025/26

There were 19,264 working days lost in STFC in 2025/26.

- This is the equivalent of 81 full-time employees absent for an entire year
- 6.2 days lost per staff member
- Close to highest levels ever recorded in STFC

Top 4 reasons for sickness absence in 2025/26	No of days
Minor illness (e.g. colds, flu, viral, headaches, etc.) →	7,577
Stress and mental ill health ↑	3,533
Back pain and musculoskeletal conditions →	2,094
Recurring medical conditions ↑	2,019

What can we all do?

1. Stay at home when unwell and avoid spreading infection.
2. Look after your mental wellbeing, know what your early warning signs are, and address them early.
3. Complete your DSE training to ensure your workstations are set up optimally and perform your workstation risk assessments.

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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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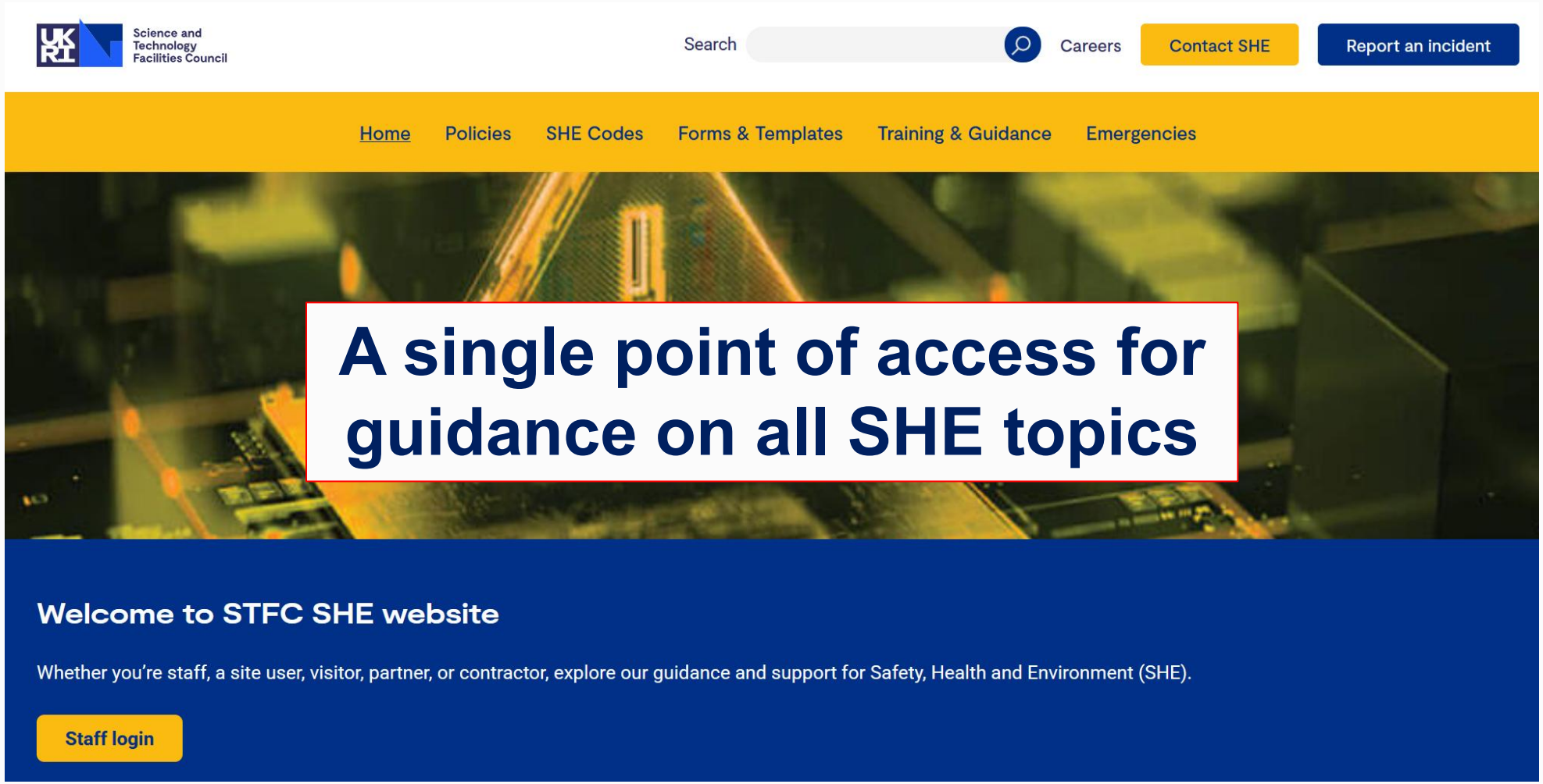
SHE Website



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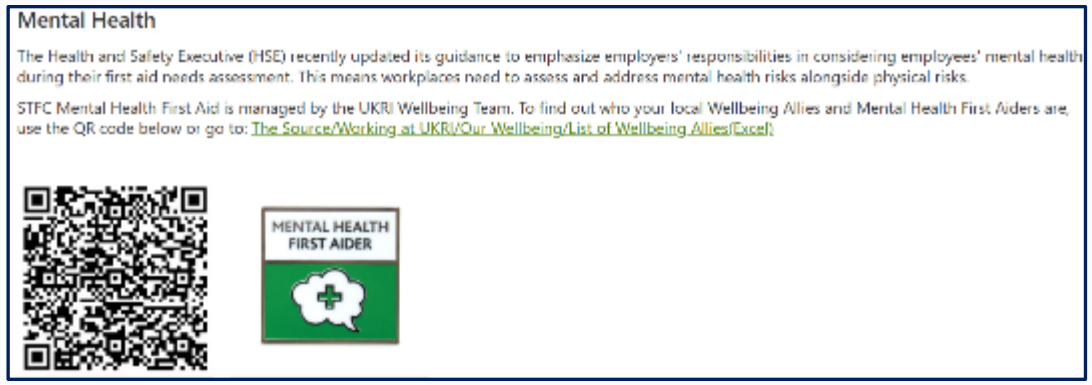
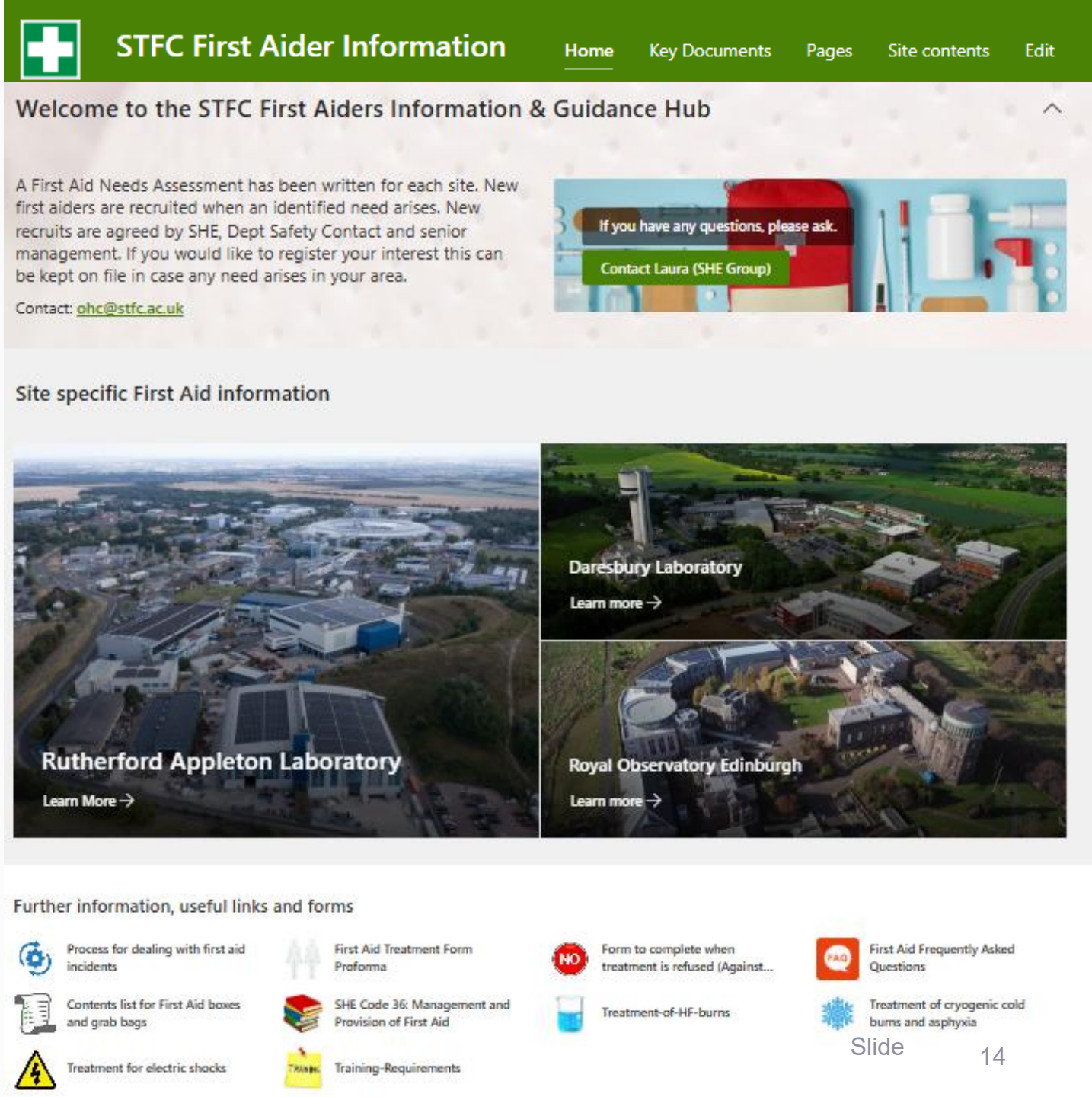
New First Aid Sharepoint site

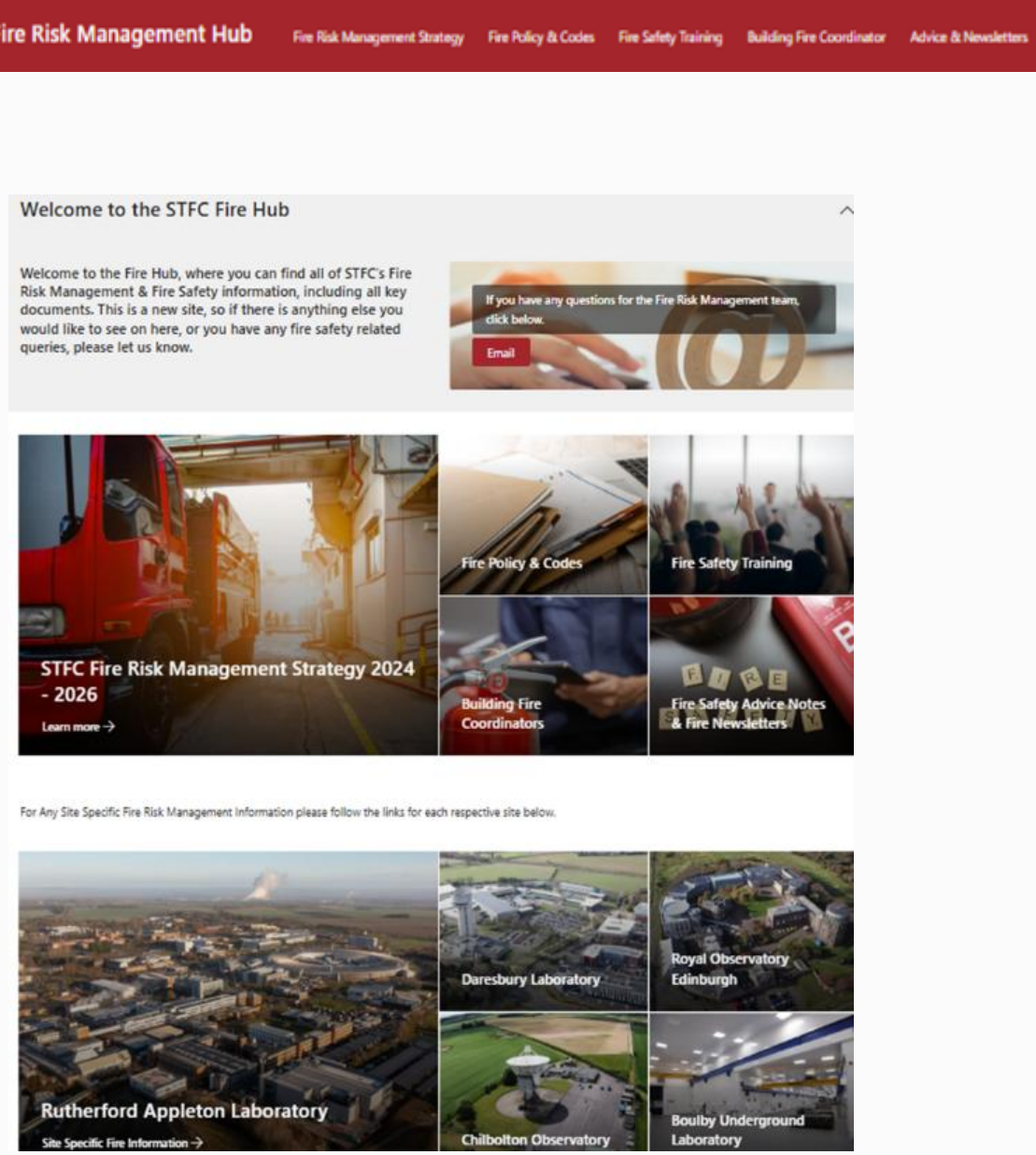
A new Sharepoint site for First Aid has been launched providing information on how the first aid service runs on STFC sites. First Aiders are on the SHE Directory.
For more information, contact:
Laura Davies, SHE Group

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 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

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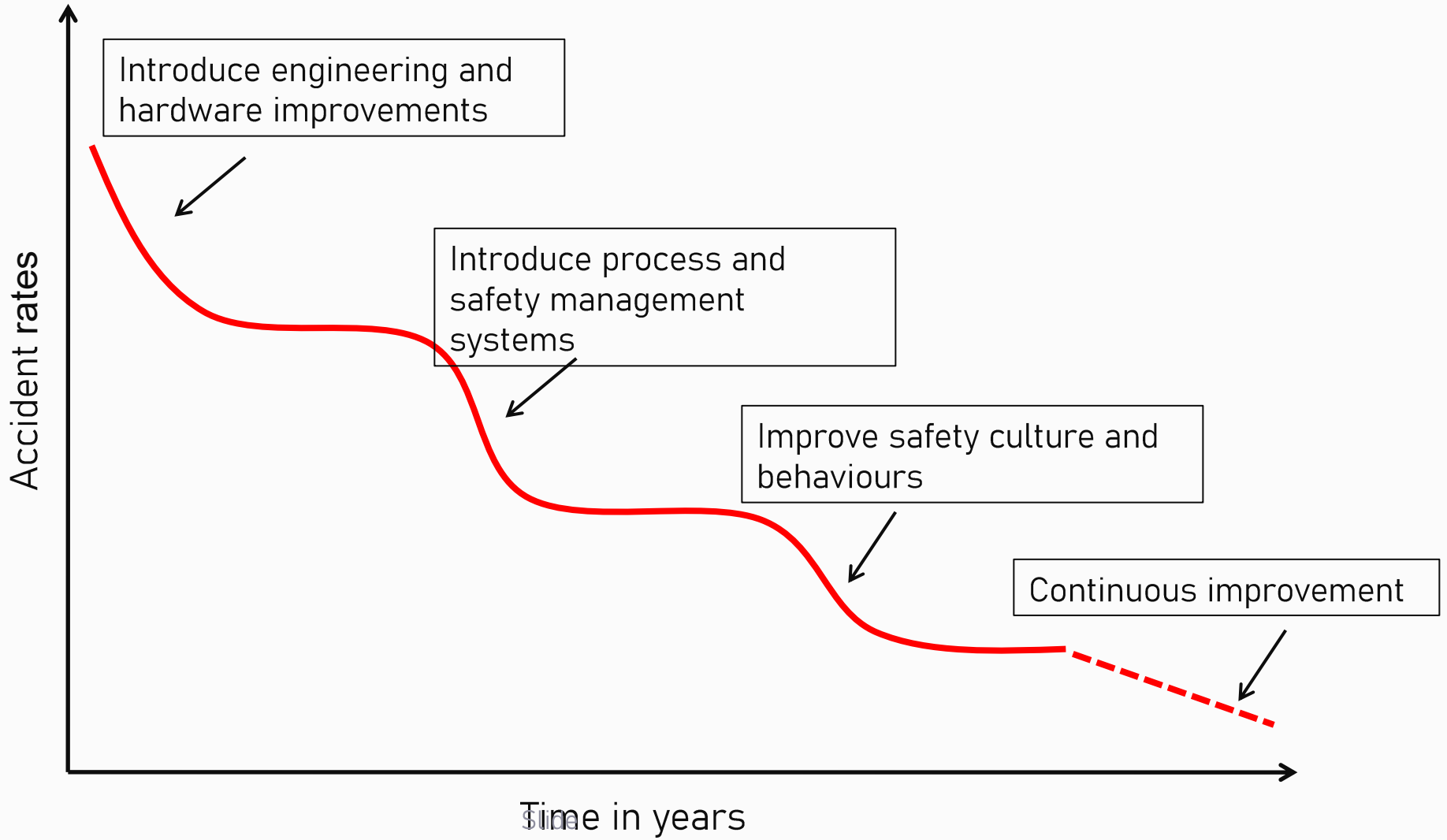
Improving safety performance

A model for reducing accident rates



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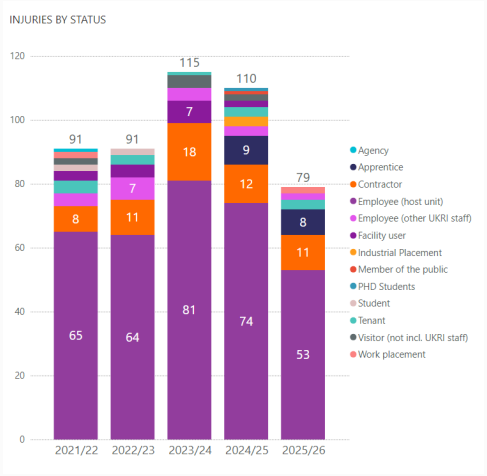
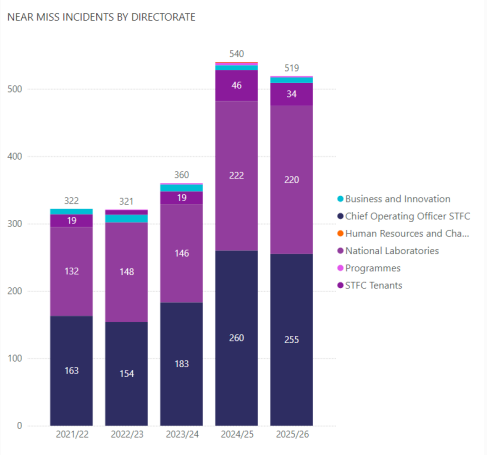
Conclusions for STFC – Improvement?

- 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

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

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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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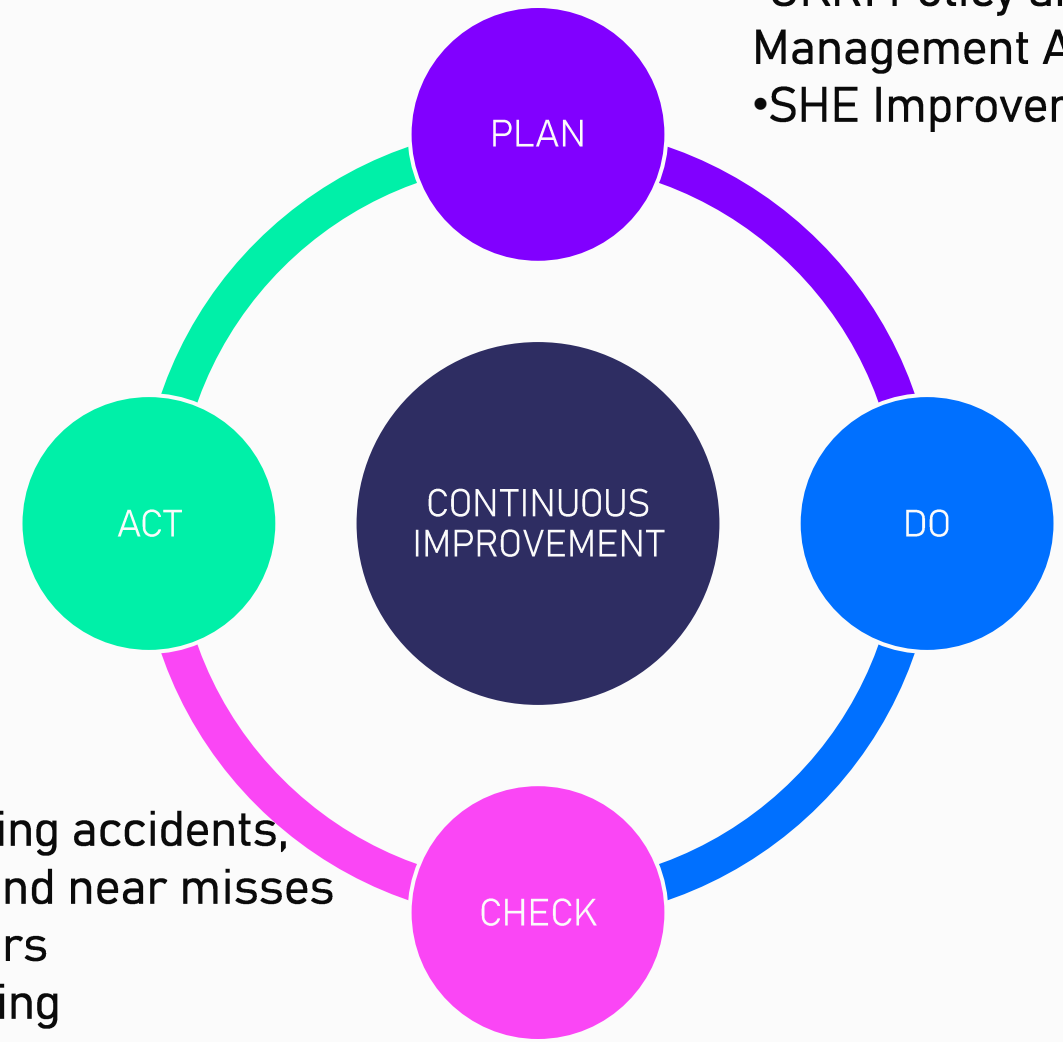
SHE Management System PDCA Cycles

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



•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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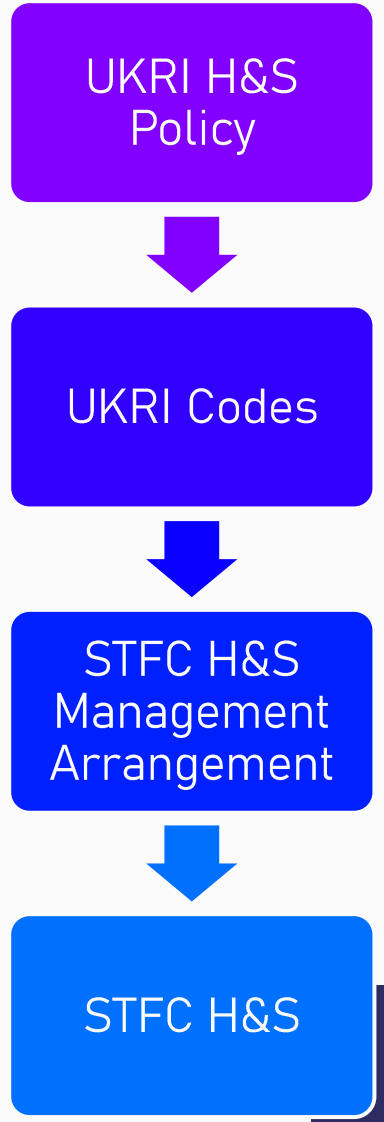
UKRI Health & Safety Policy

- 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 1: H&S Management arrangements

- Consider the Responsibilities of Managers in the STFC H&S Management Arrangements in the context of your own work

- Focus on the delegations to all line managers and staff within Sections 3.6 and Section 3.3

- Appendix 2 Responsibilities for H&S in STFC



- Use the handout to make notes against each one
  - To what extent is the responsibility discharged?
  - What actions do you think are needed on your return to work?

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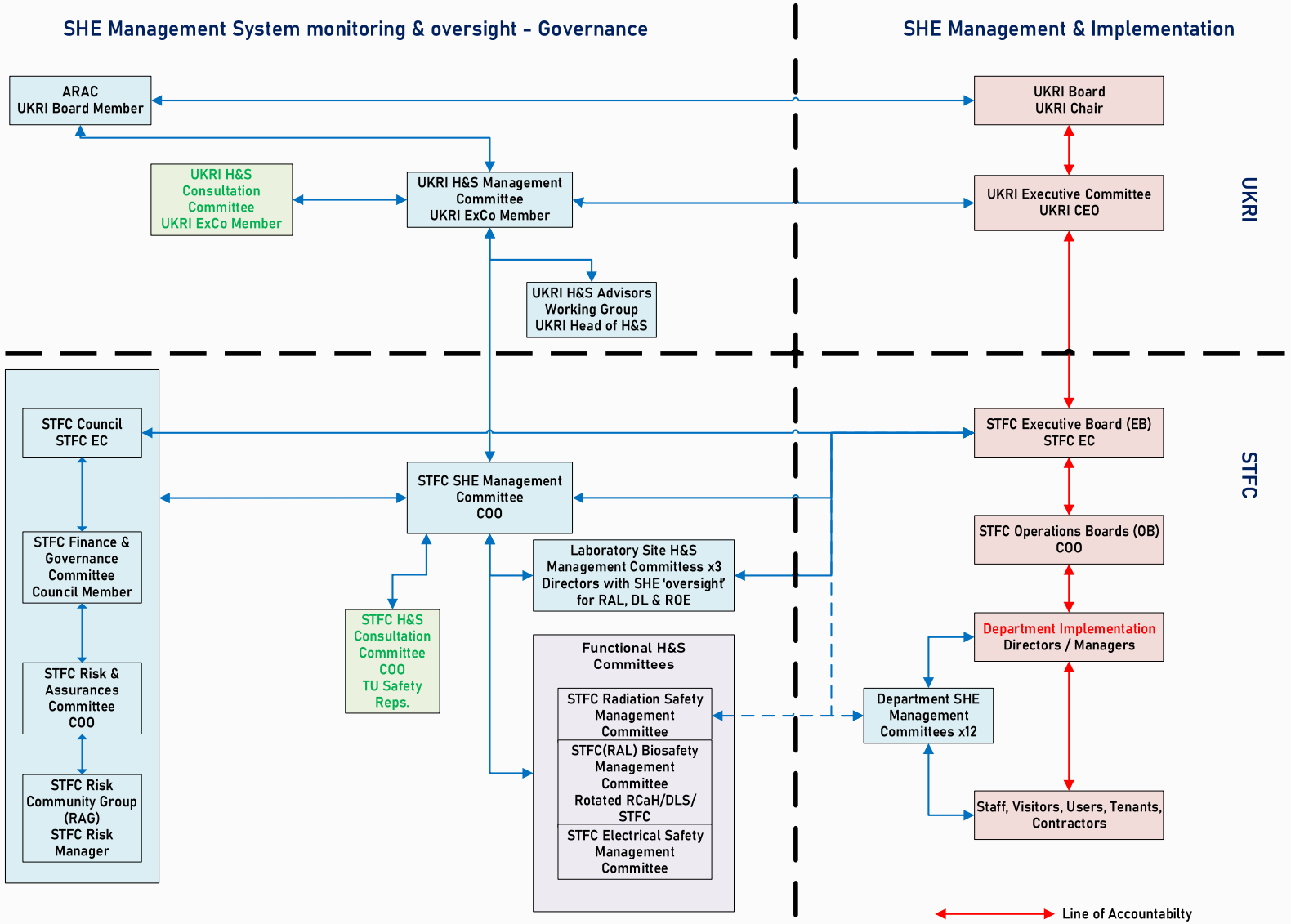
UKRI/STFC SHE Management structure



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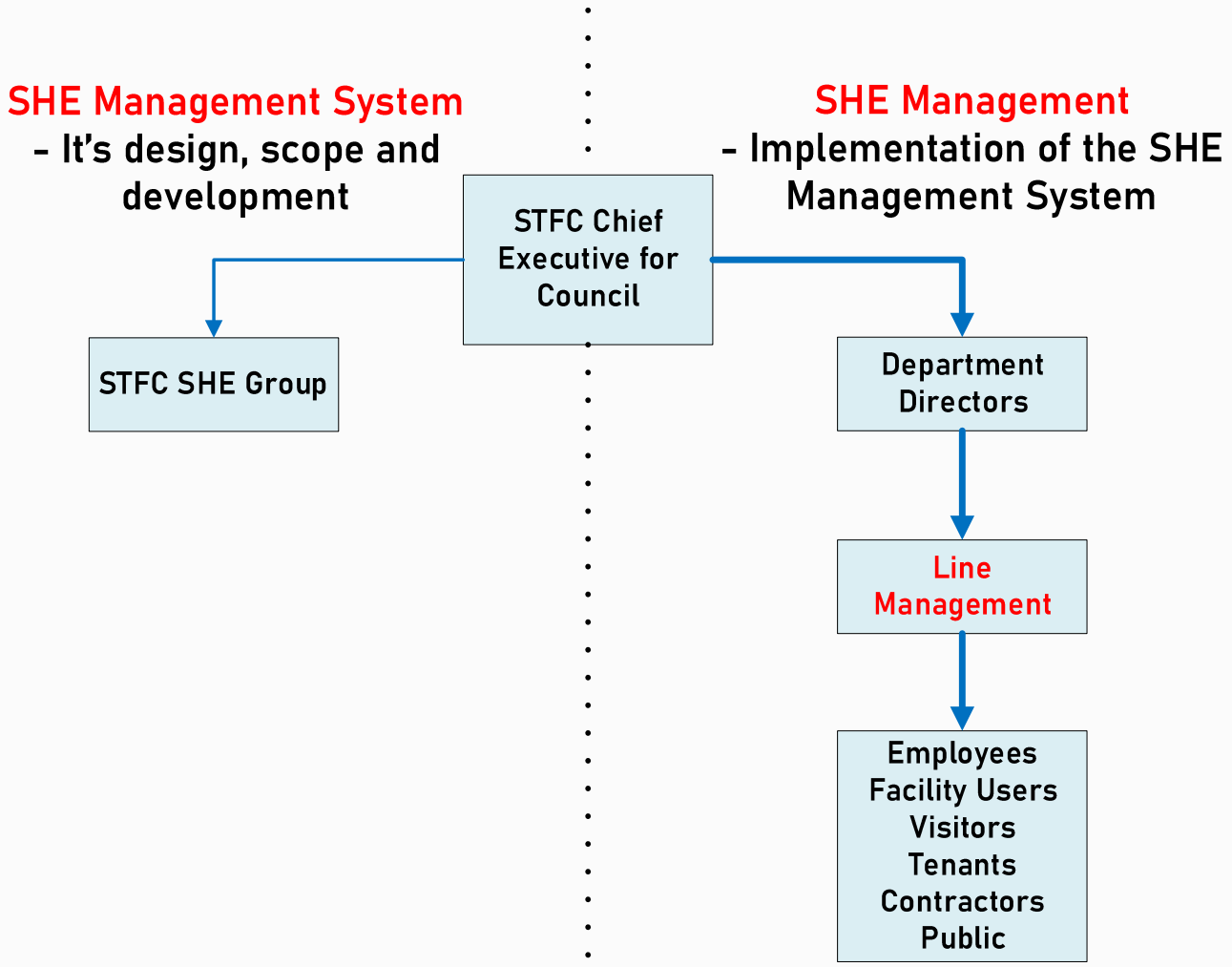
Responsibility for SHE in STFC



Performance of the STFC SHE Management System

SHE Codes

- STFC SHE Codes are mandatory and contain the formal arrangements adopted by STFC for legal compliance with legislation and regulations
- All of the SHE Codes now have ‘bitesize’ on-line presentation which are summaries of SHE Code contents with a quiz to test learning – they take 5 minutes each
- Major annual programme of SHE Code audits to deliver assurance and drive improvement
- Office SHE Essentials is a short and simple guide for managers, staff and other individuals who work in offices

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SHE Codes

- Revised SHE Codes in the last 12 months:
  - SC6: Risk Management, Jul 25
  - SC8: Travel on Council Business, Jan 26
  - SC9: Work at Height, Jun 26
  - SC10: Provision of SHE Training, Feb 26
  - SC13: Construction (Design and Management), Sept 25
  - SC21: Management of Radioactive Waste, Jun 26
  - SC32: Fire and Emergency Management, Feb 26
  - SC33: Safety of Pressure and Vacuum Systems, Aug 25
  - SC24: Electrical Safety, July 26
  - SC37: COSHH: Safe Use of Chemicals/Hazardous Substances, Aug 25
- Most have been reviewed to some extent in the last 5 years so need to constantly review the SHE website

Exercise 2: SHE Code Review



- Review the top 5 SHE Codes which apply to your department, activities or staff and their level of implementation
- Summarise your experiences of the SHE Codes in action
- Discuss the positive aspects in the application of the SHE Codes, and suggest any improvements

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SHE IT Systems and Risk Assessment

Totara

- Totara is now the portal for all STFC on-line training – including all SHE training
- Log in is by your Email address and your Corporate ID password
- Some training requires registration:
  - Contact **Josh Davies**
- Most training – including Bitesize presentations – has automatic and unlimited registration
- ‘How to’ guides are available from SHE website
- DSE Workstation Assessments – home and work

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totara

Evotix Assure

- Evotix Assure
  - Incident reporting and action management
  - Risk Assessments and action management
  - Safety Tours and action management
  - Audit reports and action management

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Risk Assessment

Session Objectives

1. Refresh the principles of risk assessment
2. What makes a RA ‘suitable and sufficient’?
3. Good ole horror stories
4. Evotix Assure *live*



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Risk assessment



3(1) Every employer shall make a suitable and sufficient assessment of –

(a) the risks to the health and safety of his employees to which they are exposed whilst they are at work; and

(b) the risks to the health and safety of persons not in his employment arising out of or in connection with the conduct by him of his undertaking,

(2) Every self-employed person shall make a suitable and sufficient assessment of –

(a) the risks to his own health and safety to which he is exposed whilst he is at work; and

(b) the risks to the health and safety of persons not in his employment arising out of or in connection with his undertaking, for the purpose of identifying the measures he needs to take to comply with the requirements and prohibitions imposed upon him by or under the relevant statutory provisions.

(3) Any assessment such as is referred to in paragraph (1) or (2) shall be reviewed by the employer or self-employed person who made it if –

(a) there is reason to suspect that it is no longer valid; or

(b) there has been a significant change in the matters to which it relates; and where as a result of any such review changes to an assessment are required, the employer or self-employed person concerned shall make them.

(4) An employer shall not employ a young person unless he has, in relation to risks to the health and safety of young persons, made or reviewed an assessment in accordance with paragraphs (1) and (5).

(5) In making or reviewing the assessment, an employer who employs or is to employ a young person shall take particular account of –

(a) the inexperience, lack of awareness of risks and immaturity of young persons;

(b) the fitting-out and layout of the workplace and the workstation;

(c) the nature, degree and duration of exposure to physical, biological and chemical agents;

(d) the form, range, and use of work equipment and the way in which it is handled;

(e) the organisation of processes and activities;

(f) the extent of the health and safety training provided or to be provided to young persons; and

(g) risks from agents, processes and work listed in the Annex to Council Directive 94/33/EC(1) on the protection of young people at work

HSE 5 steps to risk assessment

Health and Safety Executive



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"**

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Different types of risk assessment

This course focusses on activity risk assessments but there are other types:

- Dynamic
- COSHH for chemicals
- DSEAR
- Design
- PEEP
- Machinery
- Personal



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STFC Risk assessment proforma

Ref:	Title:
Assessment Date:	Rm/Building/STFC Site:
Main Assessor:	Department:
Assessment Team involved:	Persons or Groups of people exposed:
Activity/Task being assessed (and any other relevant details, e.g. photos or related risk assessments/COSHH assessments etc. and where to find them):	

Step 1 What are the hazards (activities which may cause harm)? Hazard/Task or Situation	Step 2 Who might be harmed?	How might they be harmed?	Step 3: Existing risk control measures in place?	Level of risk? (see guidance attached) H Harm	L Likelihood	R Risk	Further control measures, if necessary?	Step 4: Who will take these actions forward and completed by when? Action by whom	When	Done
			Eliminate/Substitute: Engineering Controls: Administrative Controls: PPE:							
			Eliminate/Substitute: Engineering Controls: Administrative Controls: PPE:							
			Eliminate/Substitute: Engineering Controls: Administrative Controls: PPE:							

SHE Code 6: Risk Management (revised):

A HAZARD is anything that has the potential to cause harm. Types:

- Physical safety hazards such as working with electricity or working from ladders

- Health hazards such as working with hazardous chemicals, biological agents or allergenic materials. There are also, psychosocial hazards that could lead to work-related mental ill-health issues such as stress, anxiety or depression; or activities where staff may be subject to violence or aggression (e.g. front line, customer or public facing staff)

- Environmental hazards such as activities leading to harmful emissions to atmosphere or contamination of our waste water systems

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.



How to address other/untrained people in RA

STFC Risk Assessment template

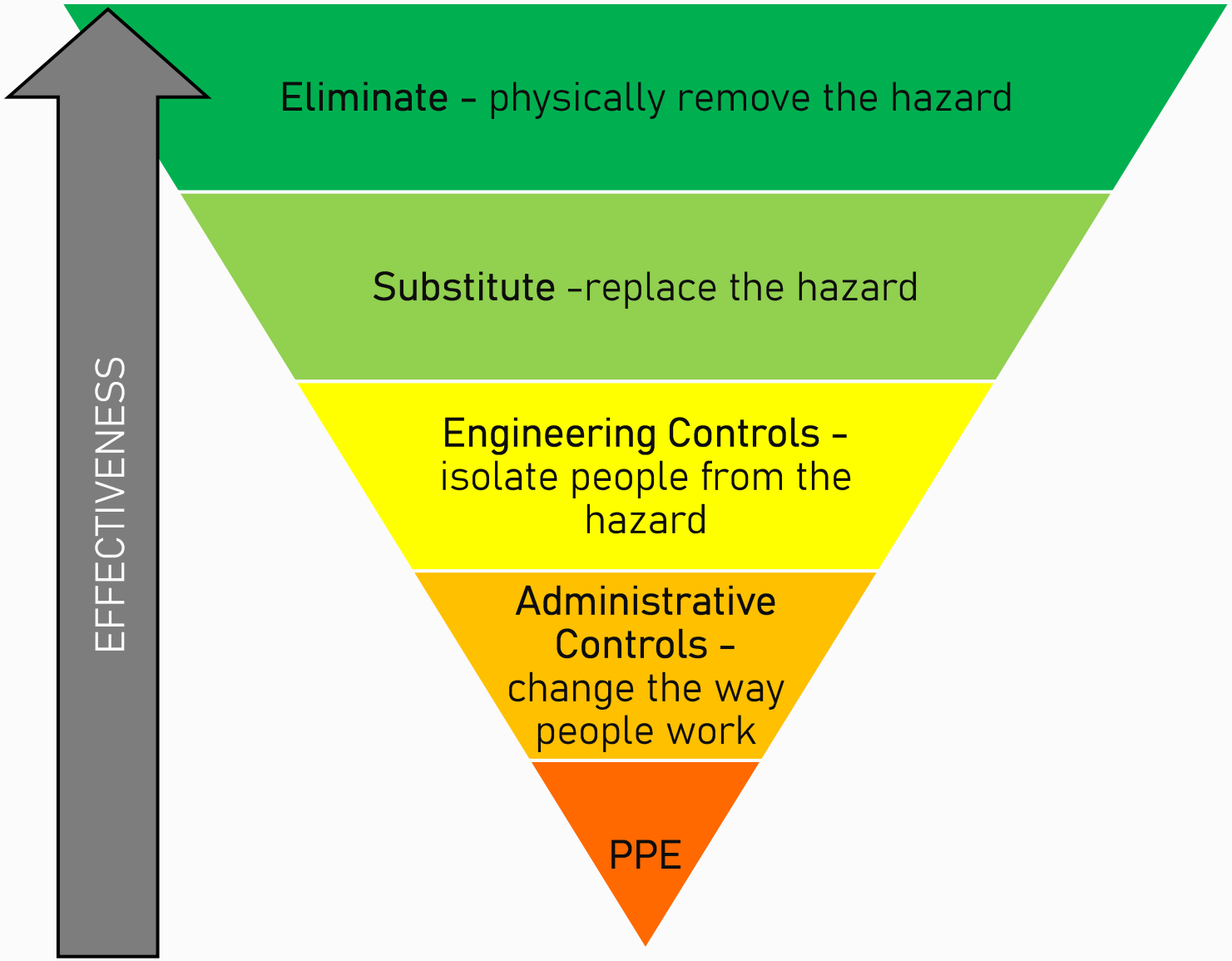
Ref:	Title:
Assessment Date:	Rm/Building/STFC Site:
Main Assessor:	Department:
Assessment Team involved:	Persons or Groups of people exposed:
Activity/Task being assessed (and any other relevant details, e.g. photos or related risk assessments/COSHH assessments etc. and where to find them):	

Step 1 What are the hazards (activities which may cause harm)? Hazard/Task or Situation	Step 2 Who might be harmed?	How might they be harmed?	Step 3: Existing risk control measures in place?	Level of risk? (see guidance attached) H Harm	 L Likelihood	 R Risk	Further control measures, if necessary?	Step 4: Who will take these actions forward and completed by when? Action by whom	When	Done
Please dedicate one row to any 'other/untrained' people present in the area. *(Thereafter these groups and their control measures do not need to be reiterated for other relevant hazards.)* ***[Please delete this row if it is not relevant. If relevant, alter text where necessary and add level of risk]***	*E.g. Contractors, visitors, students, security guards, cleaners, etc. present in the area.*	*They are likely to be un-trained and may not appreciate the full range of hazards present.*	**EXAMPLE**: (Do not delete category if it does not apply, add 'N/A' as it demonstrates consideration of this element.) **Eliminate/Substitute**: N/A **Engineering Controls:** *Access control prevents untrained people entering the area.* **Administrative Controls:** *Visitors are accompanied at all times by a competent person.* *Security and cleaners have their own risk assessment which states no equipment to be touched.* **PPE:** N/A							

Definitions

- Harm (saying ‘injured’ is not sufficient)
  - 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.

Hierarchy of Control Measures



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Language to describe control measures



A risk assessment is a statement of fact.

Think in black and white.

- Risk assessments are a factual account of what is in place to protect safety. Avoid use of words and phrases such as:
  - Where possible staff will be provided with….
  - On site training will have to be provided
  - PPE such as safety shoes should be available
  - Training will be reviewed monthly/quarterly/annually

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Risk Calculation

Ref:	Title:
Assessment Date:	Rm/Building/STFC Site:
Main Assessor:	Department:
Assessment Team involved:	Persons or Groups of people exposed:
Activity/Task being assessed (and any other relevant details, e.g. photos or related risk assessments/COSHH assessments etc. and where to find them):	

Step 1 What are the hazards (activities which may cause harm)? Hazard/Task or Situation	Step 2 Who might be harmed?	How might they be harmed?	Step 3: Existing risk control measures in place?	Level of risk? (see guidance attached) H Harm	L Likelihood	R Risk	Further control measures, if necessary?	Step 4: Who will take these actions forward and completed by when? Action by whom	When	Done
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			Eliminate/Substitute: Engineering Controls: Administrative Controls: PPE:							
			Eliminate/Substitute: Engineering Controls: Administrative Controls: PPE:							

Priority Matrix

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			

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Definition of Risk Levels

Where:

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.

Monitoring and **Reviewing** risk assessments

STFC policy is to review RAs every 2 years maximum. Sooner if there is an incident, e.g. near-miss or injury, a material change or if main assessor leaves STFC.

Develop an ongoing strategy, between reviews, to monitor your risks, e.g. meetings or key points in projects. Ask yourself, are any updates to the risk assessment necessary?

Distribution List:	Signed:	Date:
Alan Brown, Line Manager		
Susan Thompson, Engineer		
Step 5 Review Date: 07/06/2023	▪ Review your assessment to make sure you are still improving, or at least not sliding back. ▪ If there is a significant change in your workplace, remember to check your risk assessment and where necessary, amend it.	

"You can have the most wonderful risk assessments and policies in place but if they are not monitored and reviewed then they are worthless"

District Judge Taylor, Bristol Magistrates' Court, July 2018

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Action management

Ref:	Title:
Assessment Date:	Rm/Building/STFC Site:
Main Assessor:	Department:
Assessment Team involved:	Persons or Groups of people exposed:
Activity/Task being assessed (and any other relevant details, e.g. photos or related risk assessments/COSHH assessments etc. and where to find them):	

Step 1 What are the hazards (activities which may cause harm)? Hazard/Task or Situation	Step 2 Who might be harmed?	How might they be harmed?	Step 3: Existing risk control measures in place?	Level of risk? (see guidance attached) H Harm	 L Likelihood	 R Risk	Further control measures, if necessary?	Step 4: Who will take these actions forward and completed by when? Action by whom	When	Done
			Eliminate/Substitute: Engineering Controls: Administrative Controls: PPE:							
			Eliminate/Substitute: Engineering Controls: Administrative Controls: PPE:							
			Eliminate/Substitute: Engineering Controls: Administrative Controls: PPE:							

STFC Risk Assessment proforma

- Further actions (added to Evotix Assure when adding RA, separate tab)

STFC RISK ASSESSMENT PRO-FORMA

Ref:	Description: **Use of the Test cryostat**
Assessment Date: **25 September 2019**	Location/Site: **UK ATC South Building Laboratory**
Assessor: **Neil Campbell**	Department: **UK ATC**
Assessment Team:: **Mark Cliffe (Lab Supervisor)**	Persons Exposed: **Technicians, Lab users (STFC staff and staff of tenant companies), Cleaning staff, Visitors**

Activity/Task:

- **Test Setup and breakdown operations**
- **Operating the cryostat under vacuum and at low temperatures**
- **Warming up and refilling the cryostat to atmospheric pressure**

A Risk Assessment for both general use of this lab area and a building fire risk assessment are held in the SHE database (Ref 1704 / UKATC 019 and Ref 1648/UKATC 094)

Step 1 What are the hazards?	Step 2 Who might be harmed and how?	What are you already doing? (see guidance attached)	What is the level of risk? (see guidance attached)			Step 3: What further action is necessary?	Step 4: How will you put the Assessment into action?		
Hazard/Task or Situation			H Harm	L Likelihood	R Risk		Action by whom	By when	Done
Use of Nitrogen gas for backfilling (venting)	**Technician / Lab users / Cleaning staff / visitors** Fainting, unconsciousness or death resulting from low oxygen levels due to a build-up of nitrogen gas.	**Eliminate/Substitute:** N/A **Engineering Controls:** Given the volume of the lab the volume and flow rate of nitrogen gas should not be sufficient to cause a significant hazard according to the calculation given in SC03 Appendix 3. **Administrative Controls:** Backfilling is carried out only by trained and competent persons. A portable oxygen monitor is available for use. During these operations, lab access is controlled to prevent cleaners/visitors from entering **PPE:** N/A	High	Very unlikely	Medium	An oxygen monitor and alarm should be permanently fitted in this area.	M.Cliffe	31 Oct 2019	

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Common questions

- When should I perform a generic risk assessment for a room with mixed use and when do I do a specific risk assessment for an activity?







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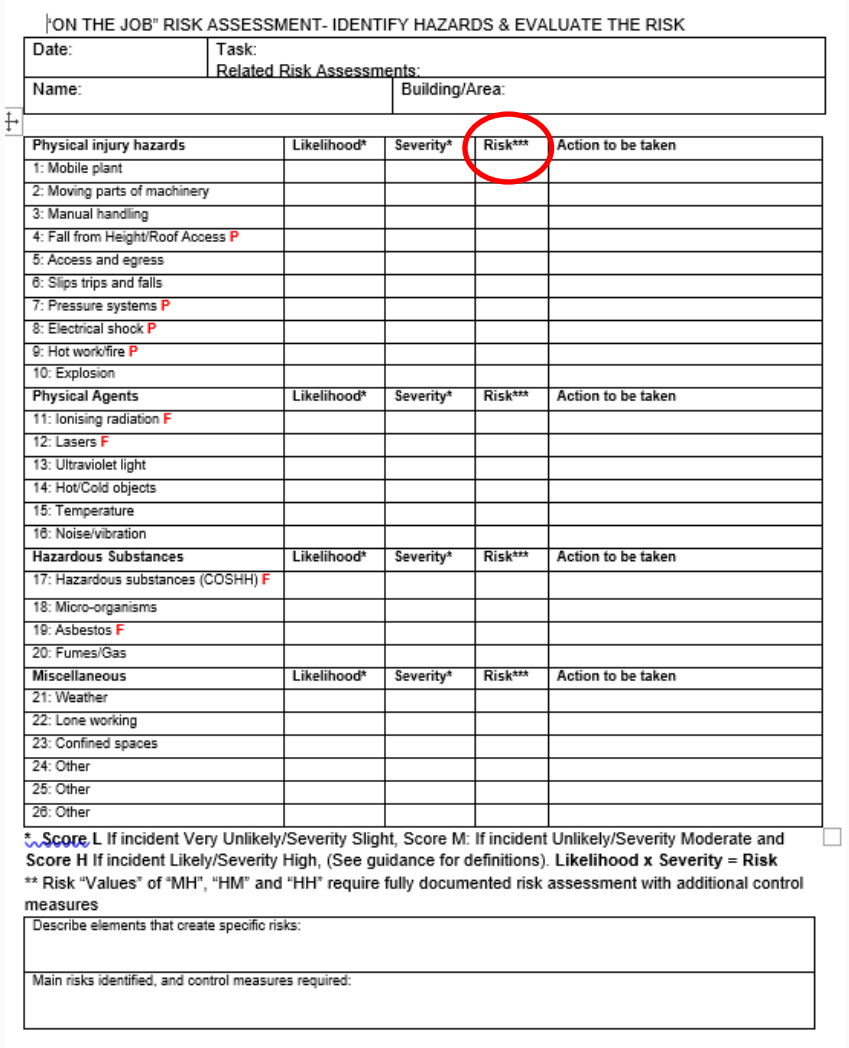
On the job risk assessment

- For use when
  - The task is a change or an addition to an existing planned activity
  - A generic risk assessment needs to be adapted for a specific activity
- Before starting the job, the assessor is required to STOP and THINK, can make use of a simple pro-forma designed to guide and record the risk assessment process
- Part of this process is to check that a fully documented risk assessment is not required. If the work is deemed 'high risk' such as work at height, then work will require to stop until a full documented RA is written and signed off



"ON THE JOB" RISK ASSESSMENT- IDENTIFY HAZARDS & EVALUATE THE RISK

Date:	Task: Related Risk Assessments:
Name:	Building/Area:

Physical injury hazards	Likelihood*	Severity*	Risk***	Action to be taken
1: Mobile plant				
2: Moving parts of machinery				
3: Manual handling				
4: Fall from Height/Roof Access P				
5: Access and egress				
6: Slips trips and falls				
7: Pressure systems P				
8: Electrical shock P				
9: Hot work/fire P				
10: Explosion				
Physical Agents	**Likelihood***	**Severity***	**Risk*****	**Action to be taken**
11: Ionising radiation F				
12: Lasers F				
13: Ultraviolet light				
14: Hot/Cold objects				
15: Temperature				
16: Noise/vibration				
Hazardous Substances	**Likelihood***	**Severity***	**Risk*****	**Action to be taken**
17: Hazardous substances (COSHH) F				
18: Micro-organisms				
19: Asbestos F				
20: Fumes/Gas				
Miscellaneous	**Likelihood***	**Severity***	**Risk*****	**Action to be taken**
21: Weather				
22: Lone working				
23: Confined spaces				
24: Other				
25: Other				
26: Other				

* **Score L** If incident Very Unlikely/Severity Slight, Score M: If incident Unlikely/Severity Moderate and **Score H** If incident Likely/Severity High, (See guidance for definitions). **Likelihood x Severity = Risk**

** Risk "Values" of "MH", "HM" and "HH" require fully documented risk assessment with additional control measures

Describe elements that create specific risks:
Main risks identified, and control measures required:

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HSE Guidance – is my RA suitable and sufficient

- Have you included the 5 steps to RA?
- Does risk assessment policy match what happens in reality?
- Do you involve the workforce in the development of the RA?
  - Asking for their views
  - Seeking their suggestions
  - Communicating RA to them once complete
- Have control measures for the highest risks been incorporated into a regular monitoring scheme?
- Should the implementation of control measures take time, have interim measures been put in place to minimise the risk?

New Appendix to the Code – Appendix 6 "Aide Memoire for the production of a "suitable and sufficient" RA

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Imagine this live risk assessment is for your mechanical workshop. Are you happy?

Generic Risk Assessment – [redacted]

Hazard	Who might be harmed	Existing Controls
Working at heights	Engineering Staff	All relevant staff trained in the use of access equipment and barrier requirement for working at heights and on roofs as detailed in and in compliance with STFC Safety Code No 9. Where appropriate PPE is provided and must be used.
Installation & Maintenance Works	All employees	All work is to be carried out in compliance with STFC Safety Codes: No2, No 3, No 4, No 9, No 12, No 15, No 18, No 26, No 33 No 35, No 37, No 38, No 41 and The RTF Safety Handbook & Project Handbooks. Where appropriate PPE is provided.
Dust Generation by drilling.	All employees and contractors	Use of hoover with HEPA filter whilst drilling or use drill extraction attachment that contains a HEPA filter. When drilling a suitable facemask must be worn. All residual dust around the drill site will also be removed. Disposal of dust must also be carefully managed with dust being placed in plastic bags before disposal.
Manual Handling	All employees and others involved in moving heavy and or awkward loads.	Staff trained in manual handling. Mechanical means to be used wherever possible (by trained operatives only). Where appropriate PPE is provided.

Better example performed by STFC staff

Ref: 4058	Title: NQCC R129 Power Tools Activity Risk Assessment
Assessment Date: 24/05/2024	Rm/Building/STFC Site: RAL / R129 Goods In Areas & Lab Spaces
Main Assessor: Joe Bloggs	Department: NQCC - STFC
Assessment Team involved: Jane Brown, Daniel Smith.	Persons or Groups of people exposed: NQCC Operations Staff, bystanders
Activity/Task being assessed (and any other relevant details, e.g. photos or related risk assessments/COSHH assessments etc. and where to find them): Safe use of power tools. Any fire risks are covered by the building fire risk assessment held by SHE Group.	

Step 1 What are the hazards	Step 2 Who might be harmed?	How might they be harmed?	Step 3: Existing risk control measures in place?	H Harm	L Likelihood	R Risk	Level of risk? (see guidance attached)	Further control measures, if necessary?	Action by whom	When	Done
Debris & Sharp Edges on tool edges	Operators, staff & bystanders	Cuts, abrasions & other injuries from sharp tool edges or flying debris during operation. Entanglement.	**Eliminate/Substitute:** N/A **Engineering Controls:** Regular tool maintenance. Remove damaged tools from use. **Administrative Controls:** Manage loose clothing and hair to prevent entanglement and remove or tuck away loose items like passes on lanyards when operating hand power tools. **PPE:** Safety glasses/goggles (EN 166). Safety shoes (EN20345). Handling gloves (EN 388). **Relevant SHE Code is No 4.**	M	L	M			N/A	N/A	N/A

Manual Handling of boxes and items in the area. Weight can vary from 1-2 Kgs up to 20 Kgs.	Operators, staff & bystanders	Back injuries or other musculoskeletal disorder from incorrectly lifting or moving heavy equipment, materials etc.	**Eliminate/Substitute:** N/A **Engineering Controls:** Where possible, use mechanical lifting/moving equipment. **Administrative Controls:** Analyse the Task, Individual, Load and Environment. Lifting over short distances, 5m max. Anyone with back problems has a personal RA. Any loads of offset centre of gravity, lift with heaviest side closes to the body. No obstacles in the environment. Staff to have undertaken mandatory safe manual handling operations training. **PPE:** Safety Shoes (EN20345). Handling gloves (EN 388). **Relevant SHE Code is No 12.**	M	U	M		N/A	N/A	N/A
Working at Height Height of 2m. Ladders assessed as best tool for the job as access only is required.	Operators, staff & bystanders	Injuries due to falls from height.	**Eliminate/Substitute**: N/A **Engineering Controls:** After pre-use checks, remove any damaged/faulty equipment from use. **Administrative Controls:** Use equipment in accordance with operator manual. Ladders and step ladders shall be used by trained, competent and authorised staff only. Ladders and step ladders to be used for access only. Staff to have undertaken SC0409 training for Ladder Users. Class 1 or EN131 professional ladders only. All pre-use checks to be completed prior to use. Cordon off area from nearby staff and bystanders. **PPE:** Safety Shoes (EN20345). **Relevant SHE Code is No 4.**	M	U	M		N/A	N/A	N/A
Lone working	Operators.	Risk of accidents without immediate assistance or supervision.	**Eliminate/Substitute:** Lone working is prohibited without prior authorisation from senior line manager. **Engineering Controls:** N/A **Administrative Controls:** Conduct specific risk assessment for solo tasks. Check-in system for lone workers. Provide training on emergency procedures and emergency contact details. **PPE:** N/A Relevant SHE Code is No 1.	M	VU	L		N/A	N/A	N/A

Firms fined for electrician's 35ft fall at Coventry manufacturers - BBC News

Both contractor and company where this took place were prosecuted and fined



£100 padlock would have prevented this contractor from being harmed



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[Scaffold tower collapse caught on car dashcam | Construction Enquirer News]

[Scaffolding Collapse into Oncoming Traffic, Buckingham UK (youtube.com)]



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Method Statements (complex projects or working with contractors) “RAMS”

- Task description
- Known hazards
- Responsible people
- How projects will be monitored
- Structure of tasks
- Environmental issues
- Permits
- Competency of workers
- Deliveries
- Emergency Arrangements



See Appendix 7 of Code 6 for info on Method Statements and Safe Systems of Work

2016 Regime change: a new penalty landscape

- In their first 6 months, the guidelines resulted in as many penalties of £1m or more as there were in the previous 20 years



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Ineos fined £430,000 after worker badly burned in accident

The worker, 47, was attempting to clear a sump that contained a caustic solution. However, he fell into the sump due to inadequate grating and sustained severe burn injuries. The sump had needed emptying as its contents had reached the high-level design threshold the day before.

- No risk assessment had taken place for this activity.
- There was also no safe system of work produced.
- The grating was not secured and there were no barriers in place to prevent a fall into the sump.



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Any risk assessment performed would have identified that the key risk was falling into the caustic solution and that current control measures were severely lacking!

Dyson fined £1.2m after 1.5-tonne machine falls on factory worker

Wiltshire employee's head and chest were injured in 2019, in incident that HSE said 'could have been fatal'



The technology company Dyson has been fined more than £1m after one of its employees was injured when a giant milling machine fell on top of him.

Dyson was ordered to pay £1.2m at Swindon magistrates court for failing to properly train its staff in handling the kit. The firm pleaded guilty to breaching health and safety laws.

He was moving a computer-assisted milling machine with the help of a colleague when the incident happened.

They lifted it up with a five-tonne jack, and were replacing some wheels with wooden blocks when it fell.

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The Guardian
Newspaper of the year

The Health and Safety Executive said that it struck the man, injuring his head and chest.

Its investigators found that Dyson had not provided "suitable and sufficient information, instruction and training" to its staff. It had also not put systems in place to ensure that the machine was moved safely.

The man escaped being crushed only because the machine landed on two toolboxes and the handle of another machine.

"This incident could have been fatal," said James Hole, a Health and Safety Executive (HSE) inspector. "Those in control of work have a duty to assess the risks, devise safe methods of working and to provide the necessary information, instruction and training to their workforce.

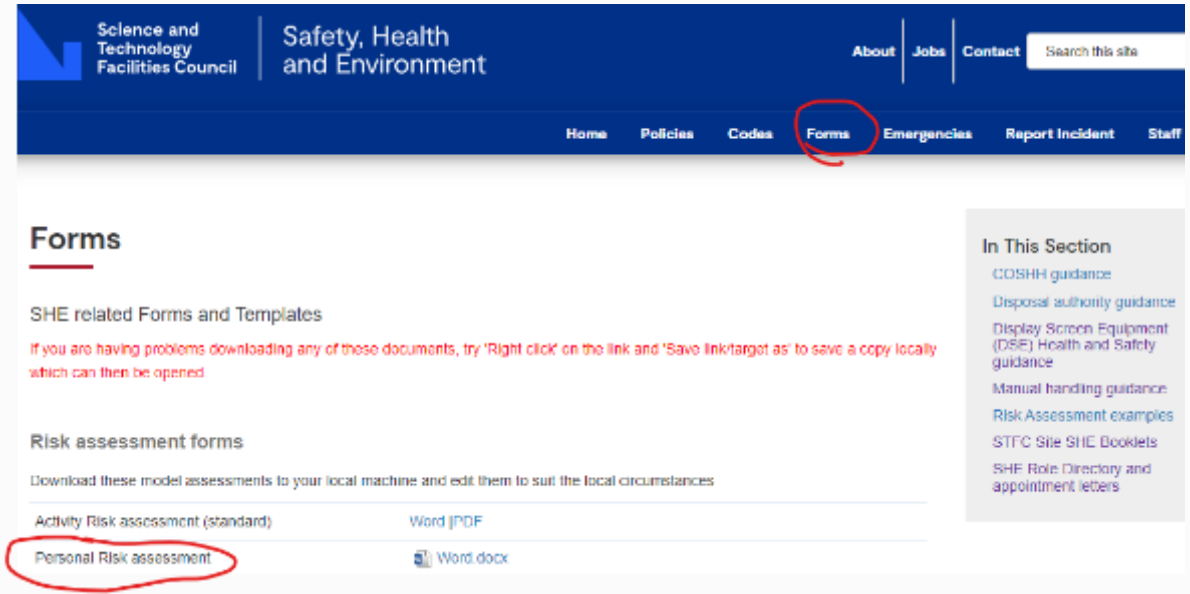
"Had a suitable safe system of work been in place, this incident and the related injuries could have been prevented."

Personal risk assessment

If a line manager becomes aware that one of their direct reports has a medical condition which could be impacted on by their work activities, e.g. epilepsy, severe allergy, eye condition, heart disease, etc. then the manager will need to carry out a personal risk assessment with the person.

This could come from a discussion about time off for hospital appointments or a first aid incident on site. As soon as the line manager is aware, they have a legal duty of care to the direct report. The risk assessment demonstrates this duty of care has been fulfilled.





You can find the proforma on the SHE website under 'Forms'.
If you need medical advice, you can refer them to Occupational Health.

Lord Justice William Davis said:

“We accept that the staircase did not present a risk for almost all members of staff at the store. In our judgement that is not the point.

"It created a material risk to the health and safety of Matthew Gunn.”

Conclusion: STFC needs to assess the risks to staff where their health condition makes them more prone to injury.

Matthew Gunn death: Morrisons supermarket fined £3.5m

17 March 2023



Matthew Gunn suffered fatal head injuries in a fall from a staircase at Morrisons supermarket in Tewkesbury in 2014

By Rhiannon Yhnell
BBC News

Supermarket retailer Morrisons has been fined £3.5m for failing to prevent the death of a store worker with epilepsy.

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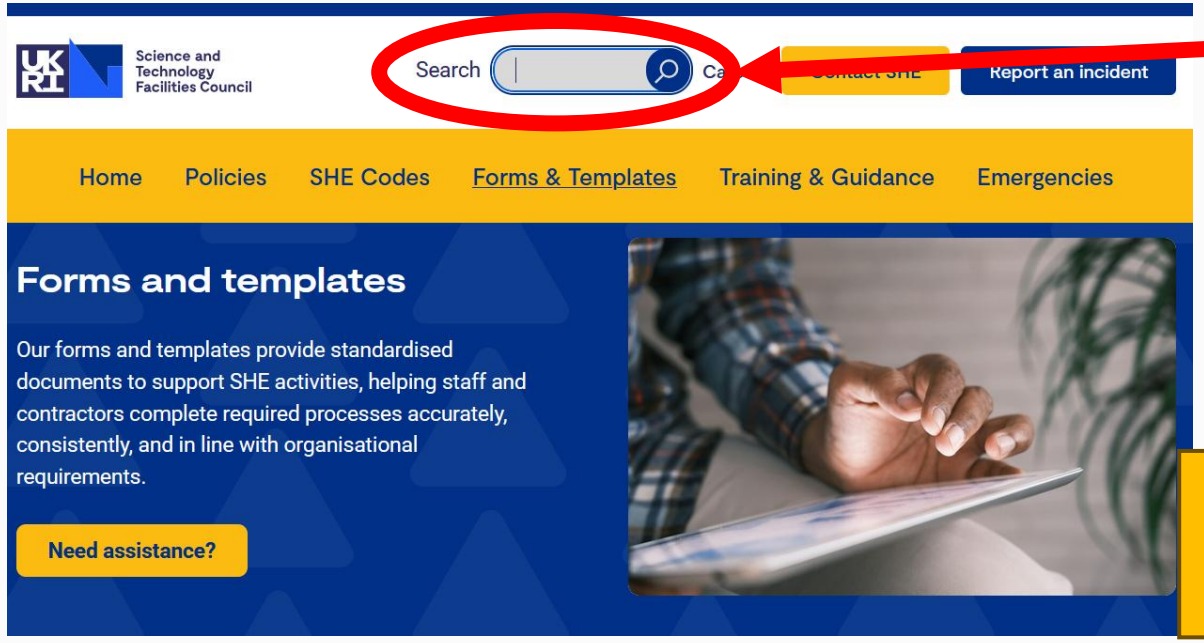
Thoughts to leave you with....

Common problems with risk assessments:

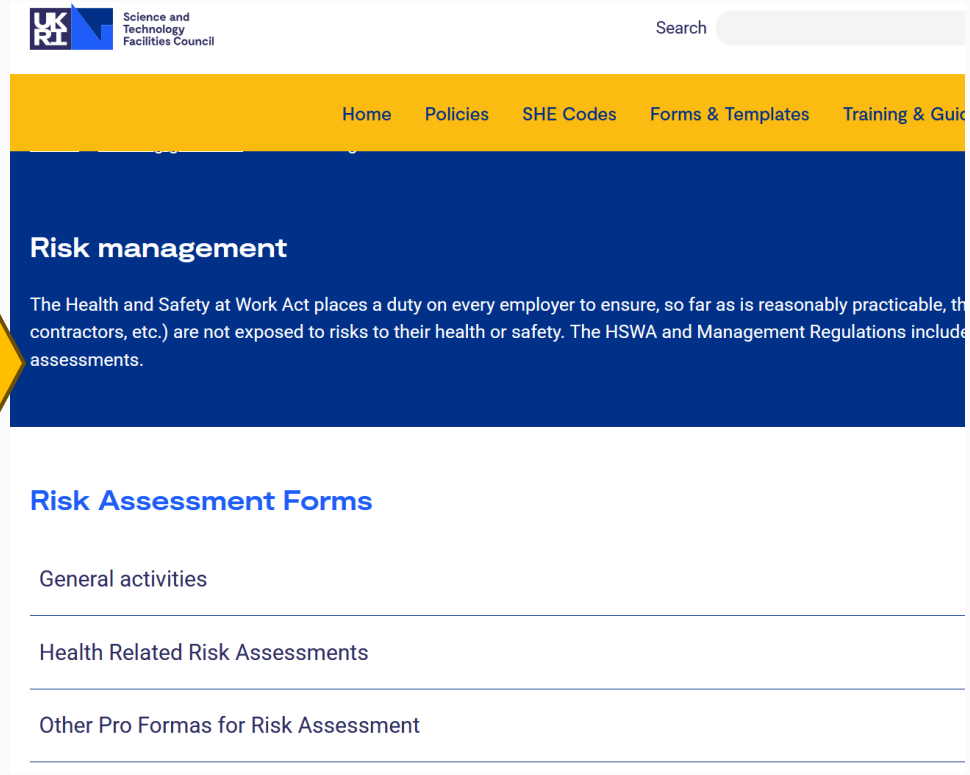
- Confusing hazard (potential) with outcome. Nothing painful in 1st column!
- Failure to consult staff on preparation of RA or brief them on completion.
- Not taking into consideration everyone potentially impacted by the activity.
- Relying on a “generic” risk assessment when a “specific” one is needed.
- Failure to complete the risk calculation correctly.
- Insufficient information for high-risk activities. Level of detail should be proportionate to the risk.
- Failure to take account of individuals’ requirements.
- Lack of clarity on responsibilities – especially in matrixed projects.



Dedicated risk assessment page



Search "Risk Management"



Please bookmark the SHE website on your PC/laptop, it's a one stop shop for all SHE related topics:

https://www.she.stfc.ac.uk/training-guidance/risk-management/

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Risk Assessment awareness







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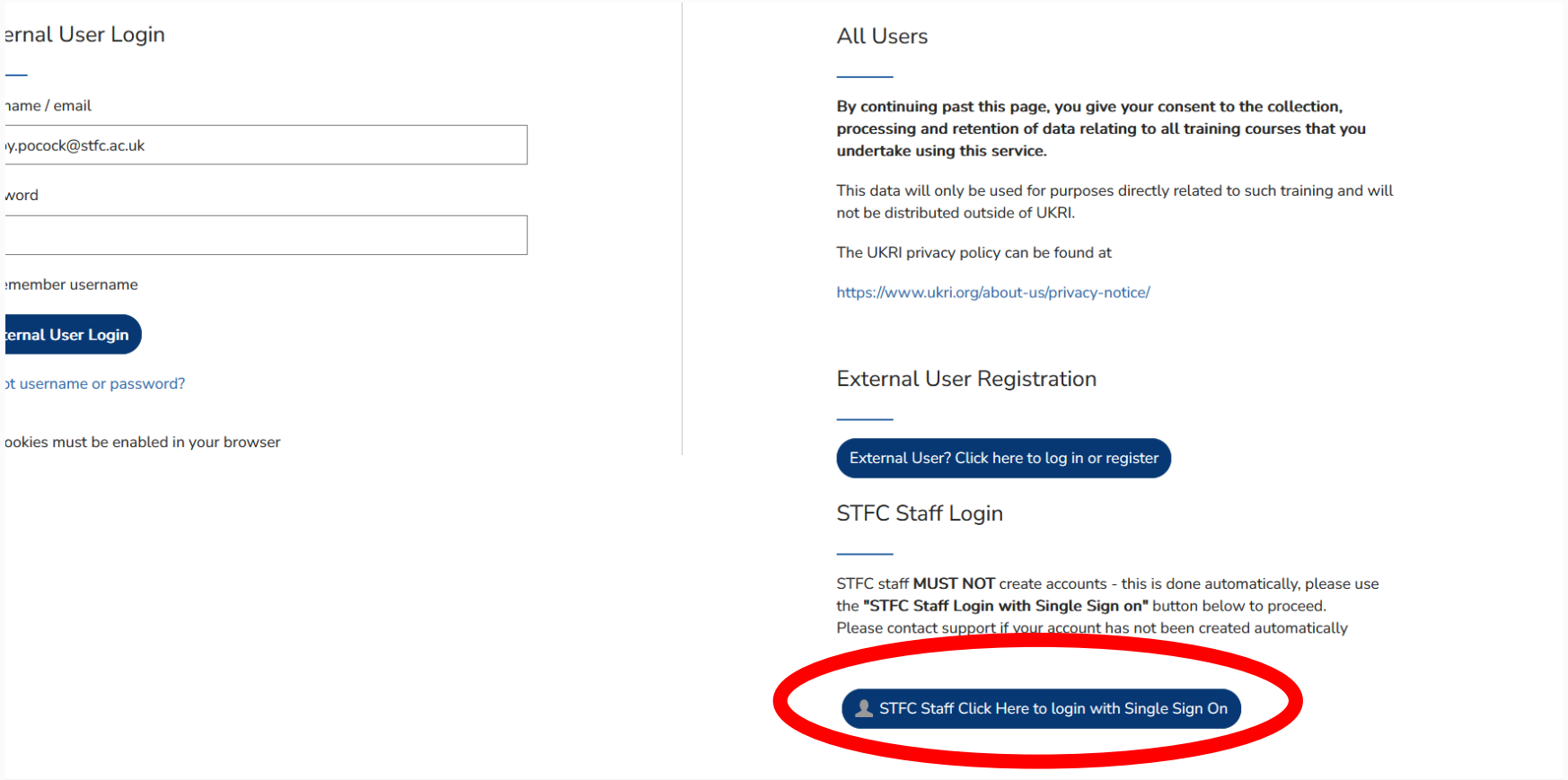
Logging onto Totara



Clicking on 'Single Sign On' will take you direct to your course when you follow a link

Having problems?
Ensure your VPN is connected.

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Evotix Assure Demo Videos

- Risk Assessment
- https://uk.sheassure.net/ukri



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Exercise 3: Risk assessment review

- Consider the adequacy of RA coverage in your work areas.

- Consider the standard of RAs relevant to your area given the content of this morning's sessions

- Prepare a 5 minute presentation for the Chairman of your Departmental Safety Committee summarising your findings and making recommendations for actions



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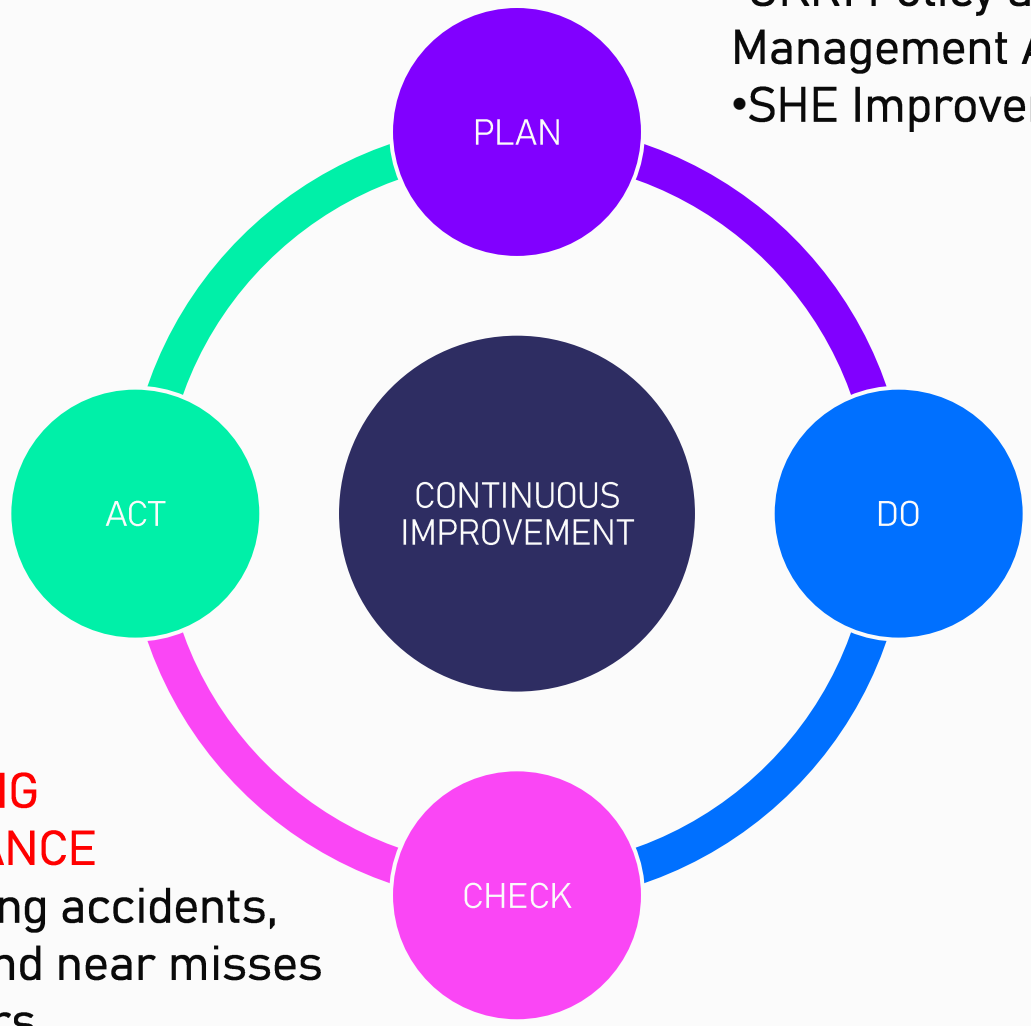
Audit, inspection and improvement

SHE Management System PDCA Cycles

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



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

•Reviewing performance
•Learning lessons

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

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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

Line manager & supervisor responsibilities

- Training Needs Analysis (TNA):

Step	Person	Action
1	Employee and Line Manager	Defined through a risk analysis of an individuals work activities and development, identifying hazards and risks of the proposed work or role. The pro-forma in SHE Code 06 can 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 individuals APR '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

Types of SHE Training required

- Induction training:
  - Mandatory site-specific induction session on joining STFC which is delivered on first arrival followed by 5 mandatory training courses for all staff (Fire Safety, DSE, Safe Manual Handling, Electrical Safety Essentials, Asbestos Essentials), all refreshed 5 yearly
  - Also; STFC Health and Safety Management Arrangements bite size, (not refreshed)

- SHE Management training:
  - Technical Managers Course (with 5-yearly refresher) – this course
  - Non-Technical Managers Course

- Any people 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

- Work related SHE Training:

  - Any training required in an STFC SHE Code will be included in the SHE training catalogue and organised and recorded by SHE Group

  - Any training not covered by an STFC SHE Code must be specified, organised, delivered and recorded by the Department

  - Any ‘On the job’ training must be specified, organised, delivered and recorded by the Department

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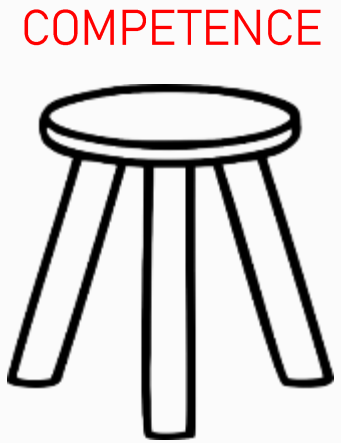
SHE Competence

- Competence can be described as **the combination of training, skills, experience and knowledge that a person has and their ability to apply them to perform a task safely**

- Other factors, such as attitude and physical ability, can also affect someone's competence
  - Knowledge/training
  - Skills/Experience
  - Attitude/Behaviours



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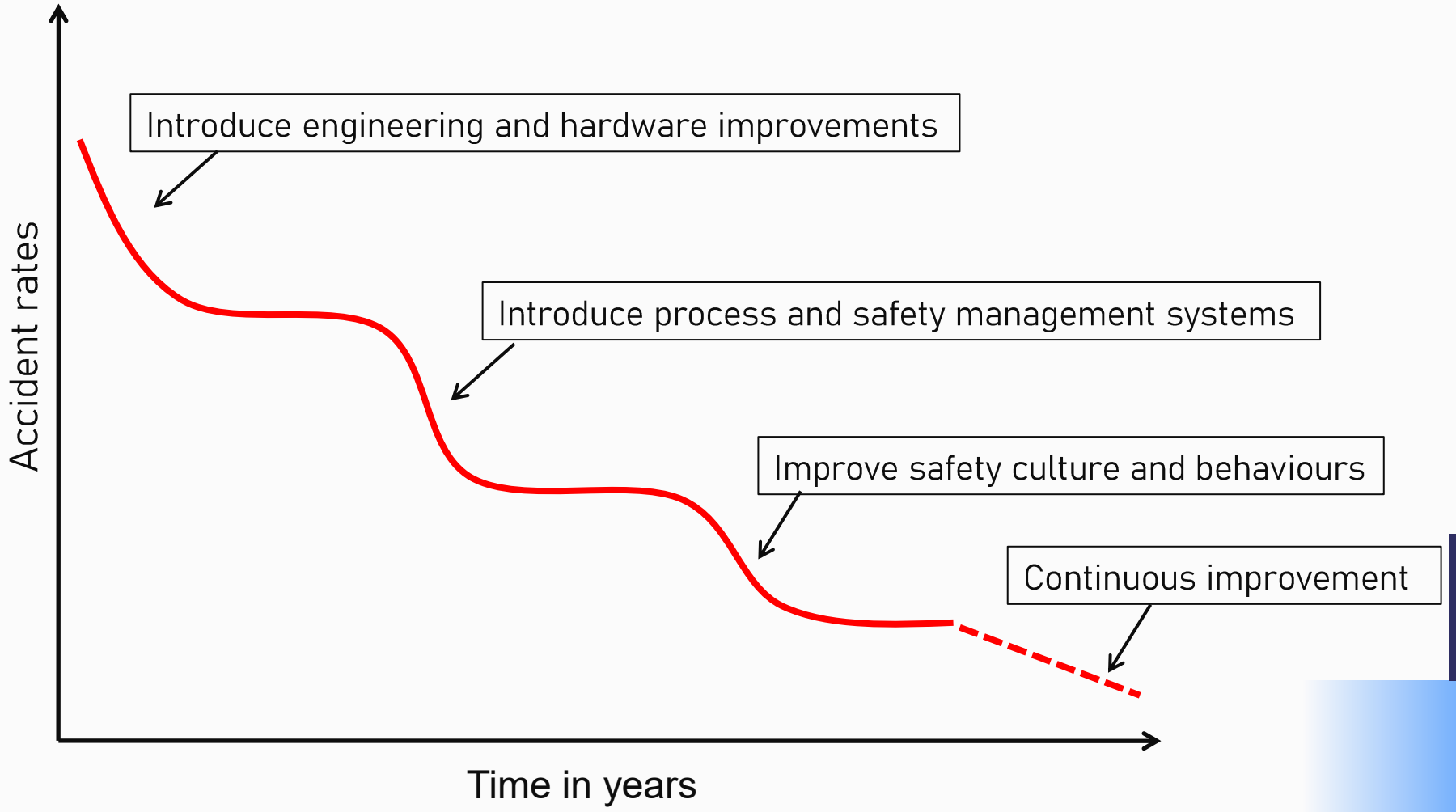
Line Management, Safety Culture and SHE Leadership

Why improve safety culture?

A model for reducing accident rates



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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

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STFC SHE communication survey

- The SHE culture survey was also used to identify preferences, issues and suggestions for improving SHE communication through the following channels:

- STFC Executive Chair's staff forum/webinar
- Departmental meetings
- Line manager team cascade
- Departmental intranet/newsletters
- Department Safety Contacts (DSCs)
- SHE website
- SHE committees
- SHE Group
- STFC Source
- In Brief
- STFC Viva Engage
- Site noticeboards
- Site TV displays

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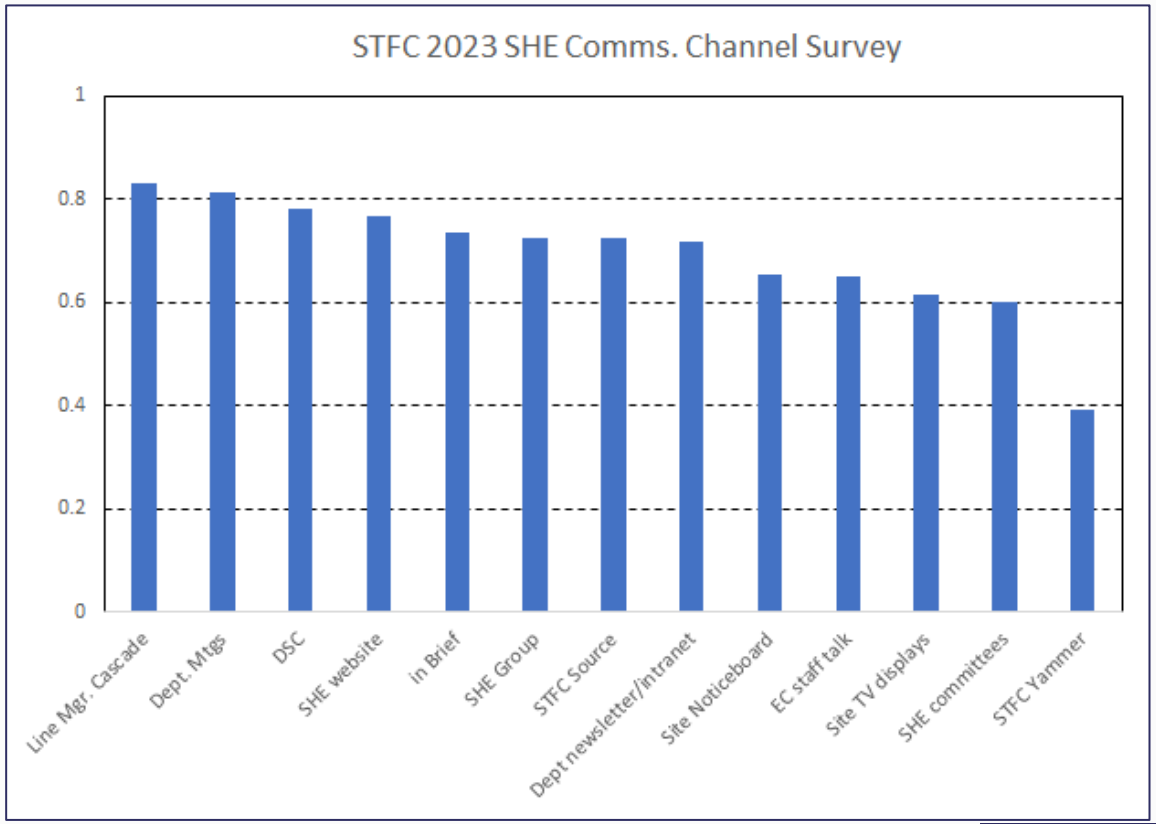
STFC SHE communication survey

- 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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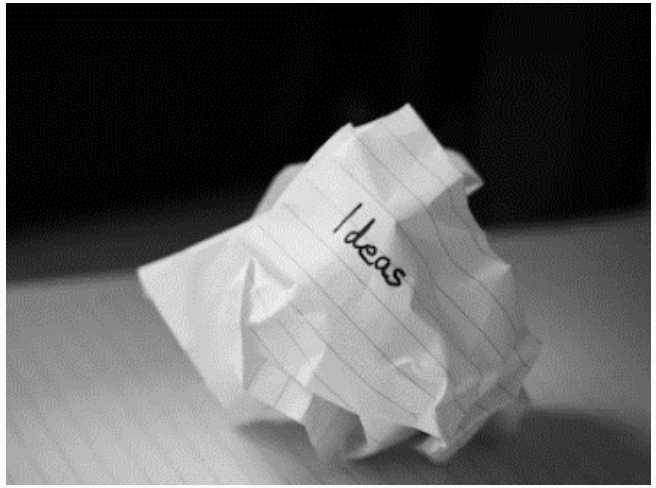
STFC SHE communication survey

- 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

Felt leadership

- Originally developed by DuPont
- Provides concept for leadership
- Health and safety focussed
- *Felt leadership is the name given to a style of leadership in which management wants employees to feel that their supervisors respect them and are deeply invested in their well-being. Felt leadership is about showing, not telling.*



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Felt leadership

- Leadership that is both visible to employees and also ‘felt’ to be genuine

- The principles of ‘felt’ leadership add value to a safety management systems by:

  - Inspiring people with a clear vision of what success looks like
  - Leaders setting a clear and unambiguous example
  - Empowering people to think and act safely whilst maintaining accountability
  - Using praise wherever possible to re-enforce safe and healthy behaviours
  - Coaching rather than telling

Leadership in practice



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Leadership in practice

- Understand the research and what people are doing
- Anticipate operational risks and change
- Discuss hazards and take action
- Be alert for unsafe conditions – look for upcoming accidents
- Follow up and problem solve
- Inspect often – audit intelligently
- Take effective corrective actions – immediate and effective
- Investigate incidents (accidents) – five why's!
- Maintain discipline – just culture
- Know your people – capabilities, motivations and preferences
- Recognise, praise and reward good health and safety practices
- Make safety part of the 'day job'
- Set a good example – what shadow do you cast



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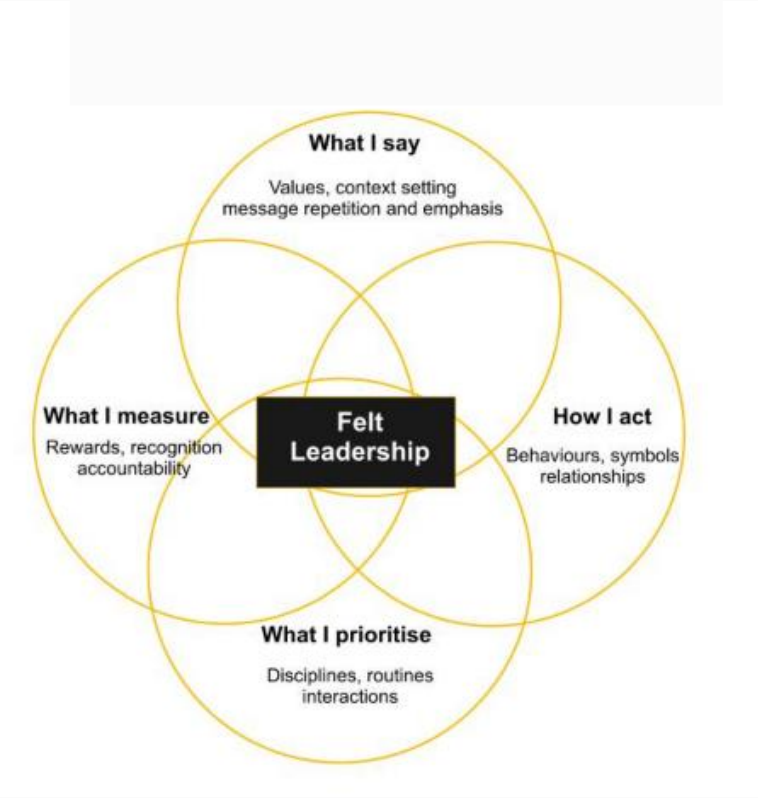
Exercise 4: Felt Leadership

- Based on the Felt leadership model, look at:
  - What I say
  - How I act – what I do
  - What I prioritise
  - What I measure
  - What sort of shadow I cast
  - Where I need help





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Line Managers Action Summary

Ongoing monitoring

- Do you undertake periodic SHE reviews of the activities for which you are responsible:
  - Do you know what's happening on your "patch"?
  - For hazardous equipment and materials, do you know "what you've got"?

- As part of this review, have you:
  - Considered the applicability of the SHE Code library and the compliance of your activities with the latest versions?
  - Reviewed the latest H&S Management Arrangements document

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Risk Assessments

- Have you reviewed the risk assessments for your department / activities?

- Have you reviewed the risk assessments for the activities of your staff:
  - Were they involved in their preparation?
  - Are all fields of the proforma filled out correctly?
  - Are all staff aware of the control measures and are they followed?

- Have you considered the mix of generic and specific RAs?
  - Have the different categories of people who might be affected been considered?

Risk Assessments

- Are the control measures resulting from the risk assessments reasonable and are the residual risks as low as reasonably practicable?

- Are the details in the risk assessments proportional to the severity of the risks?

- Are you familiar with the RA processes in SHE Code 6 Risk Management:
  - Documented RA using the STFC proforma or SHE Assure
  - On The Job RA
  - Other formal techniques: e.g. HAZOP, safety case, etc.

- Have you considered the risk assessment training requirements for yourself and your staff?

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Training and Supervision

- Have you agreed a SHE related Training Needs Analysis (TNA) for yourself, and have you conducted a SHE related TNA for all your staff?

- Given the outcome of the TNA, the competence of the individual, and any special requirements of the individual, is the supervision of the individual adequate?
  - E.g. young or inexperienced people

- Are any of your staff involved in matrix management arrangements – contributing to a multi department project for example?
  - If yes, is there clarity and agreement between the different managers on who is responsible for what with regard to SHE training and supervision?

SHE Performance improvement

- Encourage reporting
- Support incident investigation
- Support SHE tours and SHE Code audits
- Take account of STFC SHE objectives and any actions arising from the Departmental Improvement Plan
- Recognise and reward good SHE management

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Thank you

SHE website: https://staff.she.stfc.ac.uk