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SHE Management for STFC Technical Managers - Day 1



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Introduction

Director Introduction

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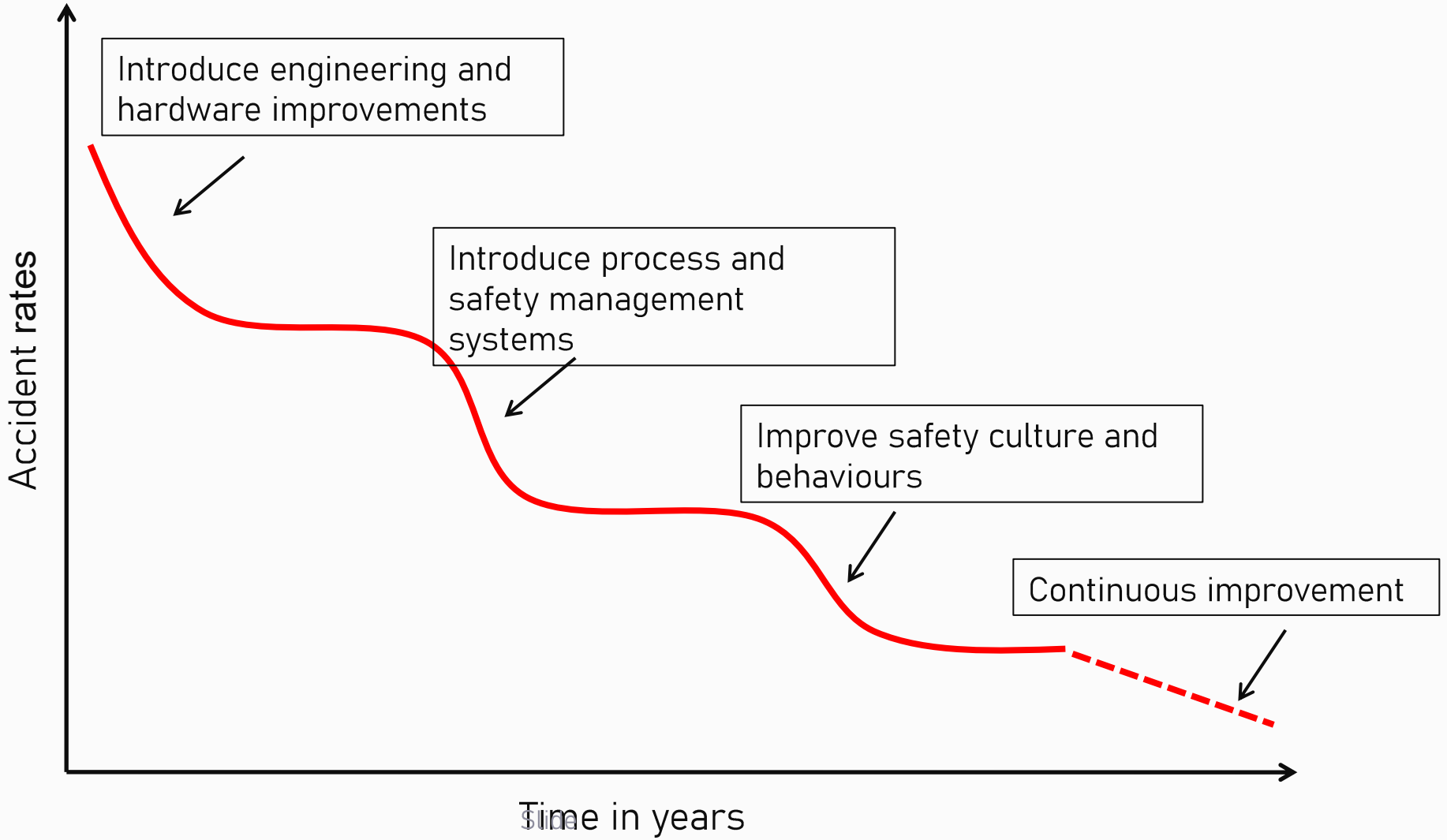
Improving safety performance

A model for reducing accident rates



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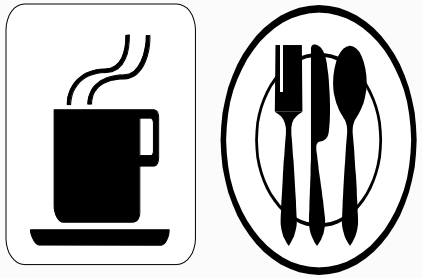
Domestic arrangements















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Definitions

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

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

This Course:

- Is designed to be different!
  - Time will be set aside for individuals to consider the relevance of course material to their own circumstances
  - Action Logs are provided to keep a record of things to be done on return to the workplace
  - Laptops will allow thorough exploration of the on-line SHE resources available to you in STFC during the course
- Please make use of this opportunity!

Course ethos

- Participation, discussion and debate are essential and expected

- Courtesy and mutual respect between all course attendees is taken for granted

- Any issues arising which cannot be answered or resolved within the course will be logged and followed up by SHE Group



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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
- Understand and apply the SHE risk assessment and control process and how it is implemented in STFC
- Review the management requirements of broad groups of STFC SHE Codes

Learning outcomes

- Recognise the common structural elements of the codes and the common compliance strategies

- In relation to SHE management, review the concepts of accident causation theory and incident investigation

- Appreciate of safety culture and its importance for exceptional performance

- Understand the important of line management supervision and leadership

Course assessment

- The course will be assessed in two parts:

- By submitting a SHE risk assessment to SHE Group

- By completing a multiple choice examination on the main elements of the course at the end of the course



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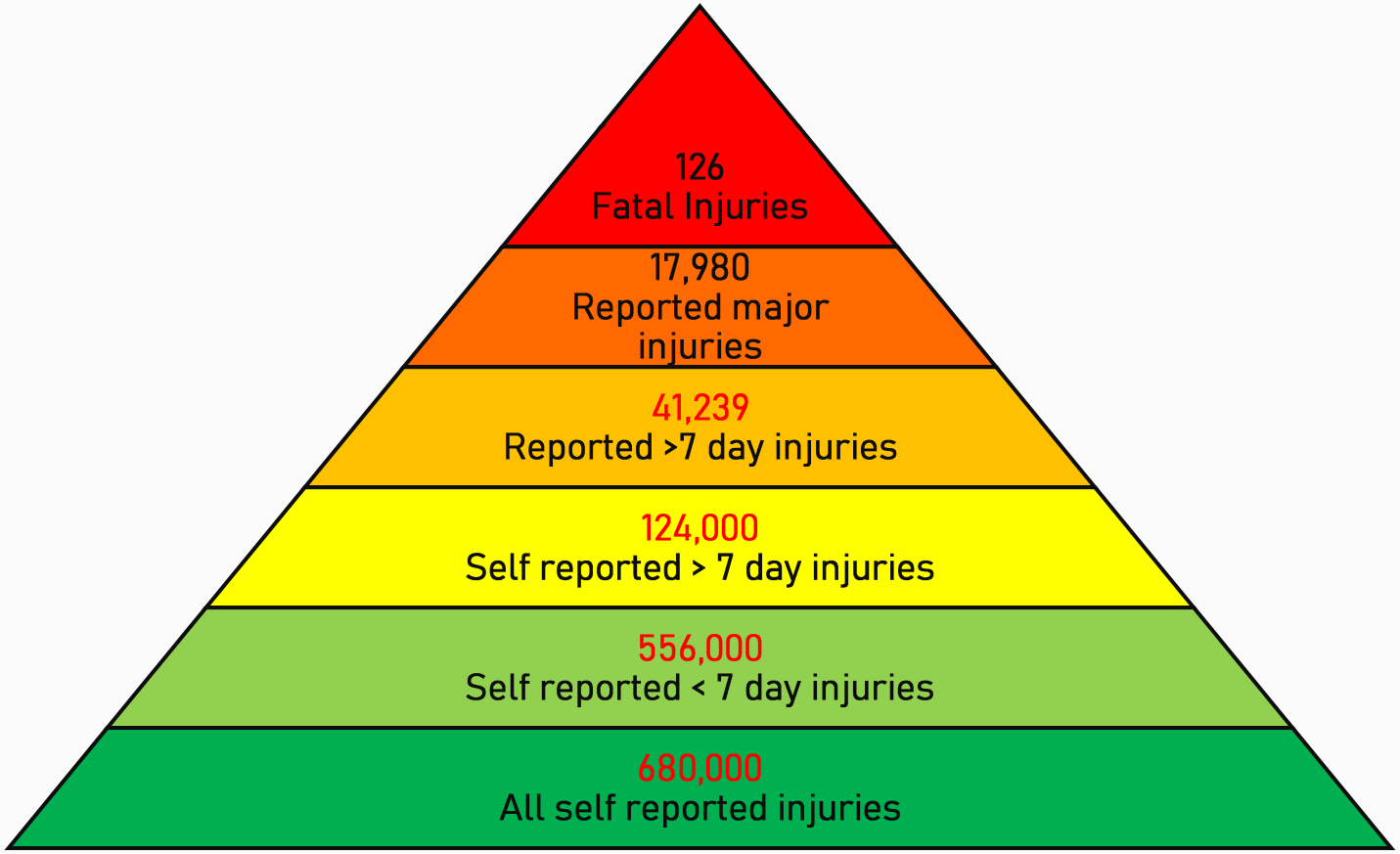
STFC SHE Performance and Motivation for SHE Management

UK injury data 25/26

HSE & ONS Statistics



Overview on injuries in the UK

- Fatalities - Long term downward trend
- Employer Reported injuries - long term downward trend has levelled off
- Self reported injuries ~10% increase this year
- Fatal injury statistics are dominated by:
  - falls from height
  - struck by moving vehicles
- Non fatal statistics are dominated by:
  - Slip, trip and fall (30%)
  - Handling, lifting and carrying (17%)

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Road Casualties GB for 2025

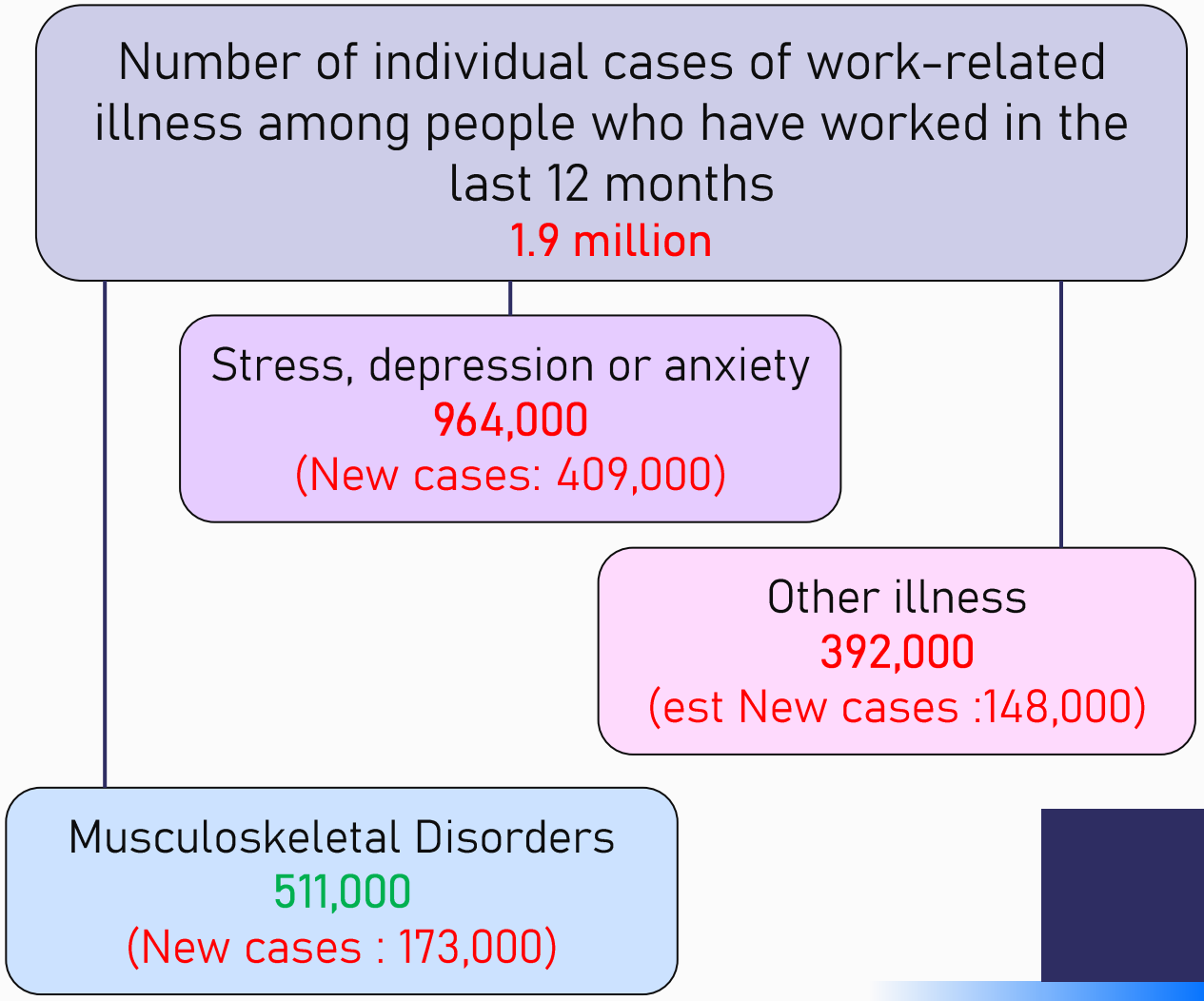
- In reported road collisions in Great Britain in the year ending June 2024 there were an estimated:
  - 1,538 fatalities, -4% compared to 2024 & below pre-pandemic levels
  - 29,918 killed or seriously injured, an increase of 3% compared with the 2022 to 2024 baseline
  - 127,883 casualties of all severities,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

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

Self reported work related illness (24/25)

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

[Occupational Lung Disease statistics in Great Britain, 2025 (hse.gov.uk)]



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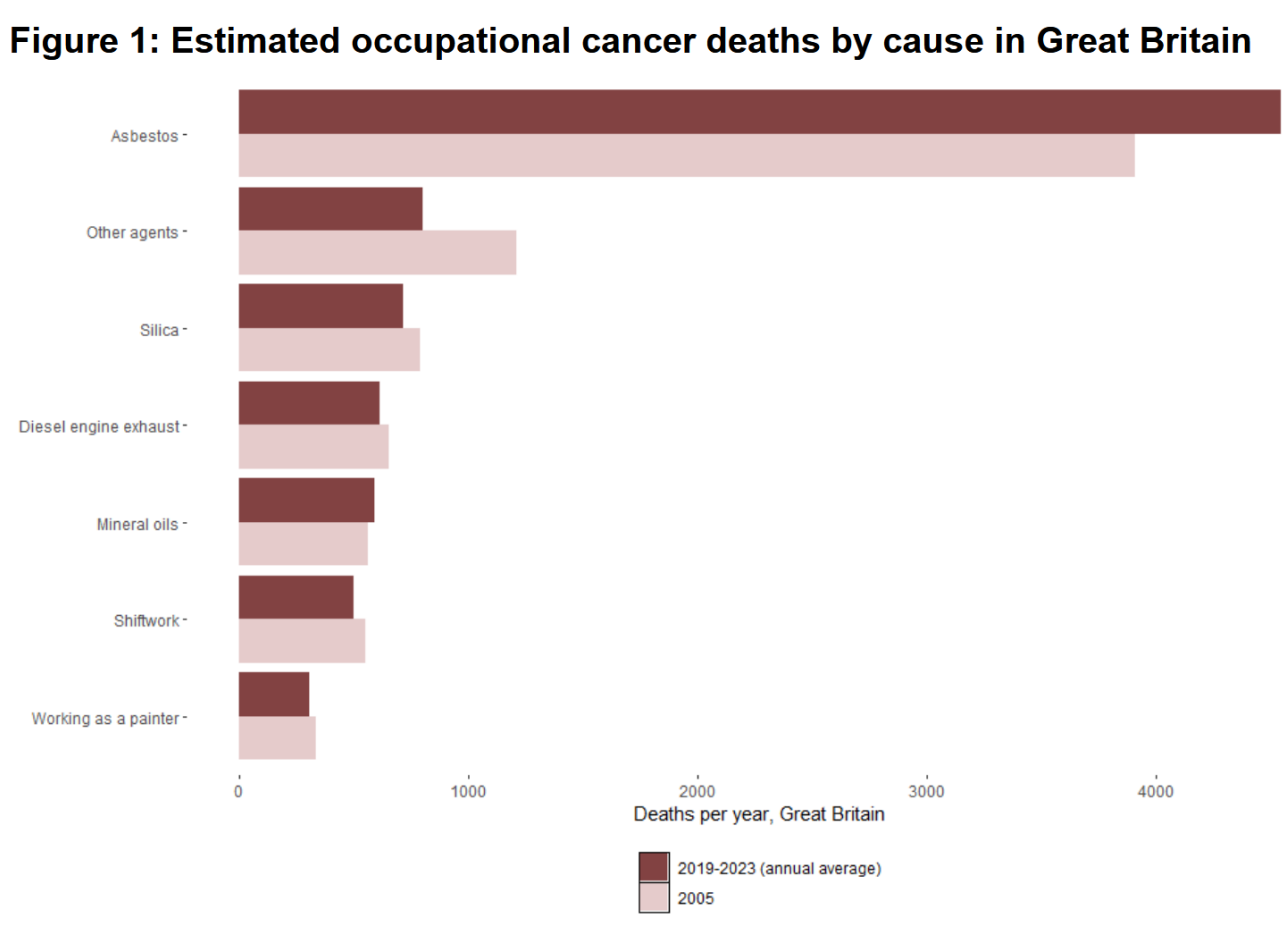
Estimated occupational cancer deaths by cause in Great Britain



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https://www.hse.gov.uk/statistics/assets/docs/cancer.pdf

Annual impact of UK workplace ill health and injury 24/25

Source: Health and safety statistics 2024/2025 (hse.gov.uk)

Working days lost to ill health	35.7 million
Working days lost to injury	4.4 million
Total days lost	**40.1 million**

Source: Labour Force Survey - Self-reported work-related ill health and workplace injuries: Index of LFS tables

Average days per case (Days lost / Workers)	
All illness and injury	18.8
Ill health	17.7
Stress, depression or anxiety	22.9
Musculoskeletal	13.9
Injury	6.5

Motivations for safety management

- We need to – moral and aspirational reasons
- We have to – legal reasons
- We should do – financial reasons
- We want to – reputation

Moral and aspirational

- The desire to protect anyone from injury, pain, suffering and loss of life due to activity at a workplace stands on its own as a humanitarian goal

- Organisations understand that their staff are their most important asset and that they have a moral obligation to prevent unnecessary suffering and loss of life

- Poor health and safety management will reduce both quality of life for staff and business efficiency



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STFC SHE – 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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Financial

- The latest HSE estimate of the cost of occupational injury and ill health to the UK economy is for FY24/25:
  - Total : £22.9 billion
  - Ill health : £16.4 billion
  - Injury : £6.5 billion
  - UKRI budget 25/26 = £8.8 billion
  - STFC budget 25/26 = £835 million



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

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Legal

- All UK organisations are required by law to actively manage the risks due to their activities

- Since 1974, responsibility for the development and implementation of systems to comply with the requirements of the law rest firmly with the employer

- Legal requirements extend to individuals as well – we all have a responsibility to keep ourselves and our colleagues safe

- UKRI is the legal entity



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Reputational

- Adverse publicity following a health and safety or environmental incident or audit may cause serious damage to STFC's reputation with all existing and potential stakeholders:

  - Academia
  - The public
  - Funding authorities
  - Partners
  - Customers
  - Employees



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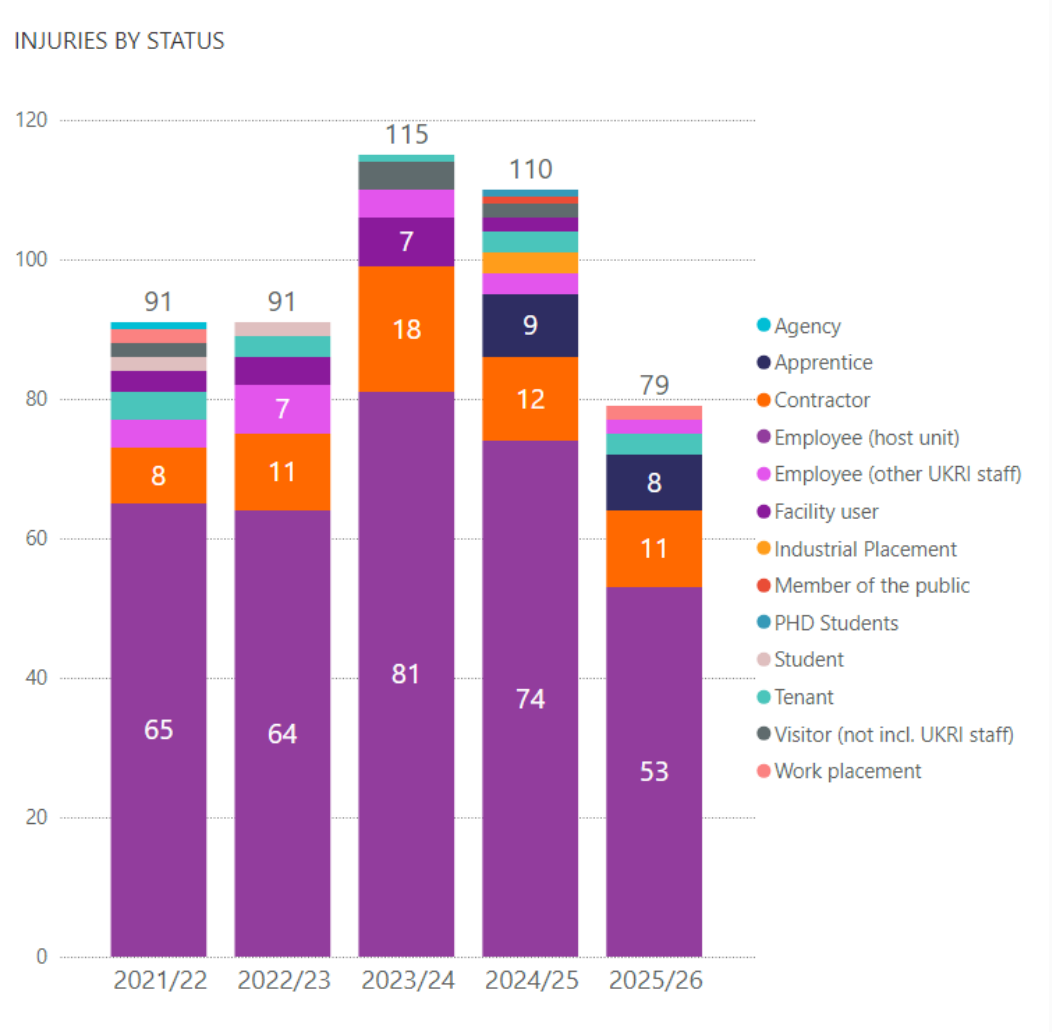
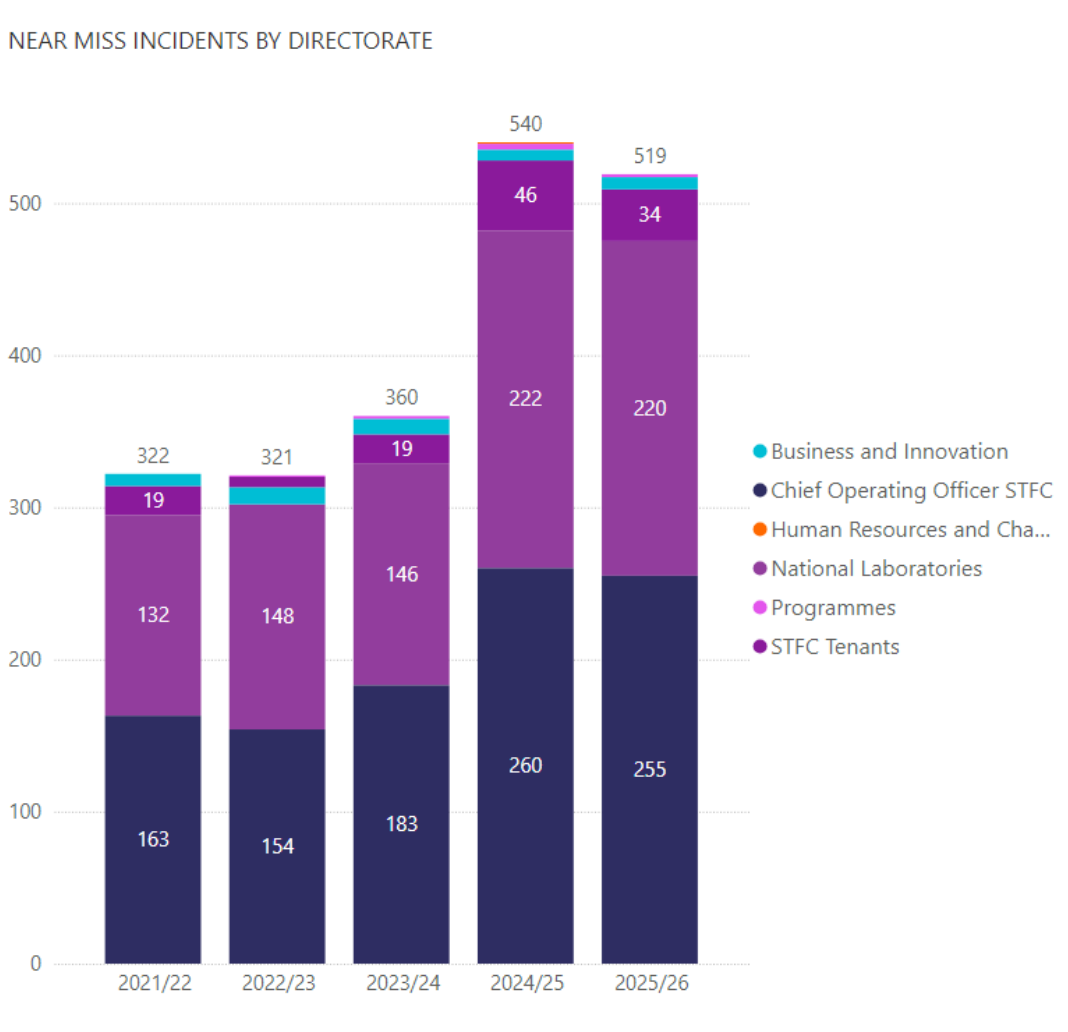
STFC Incident data





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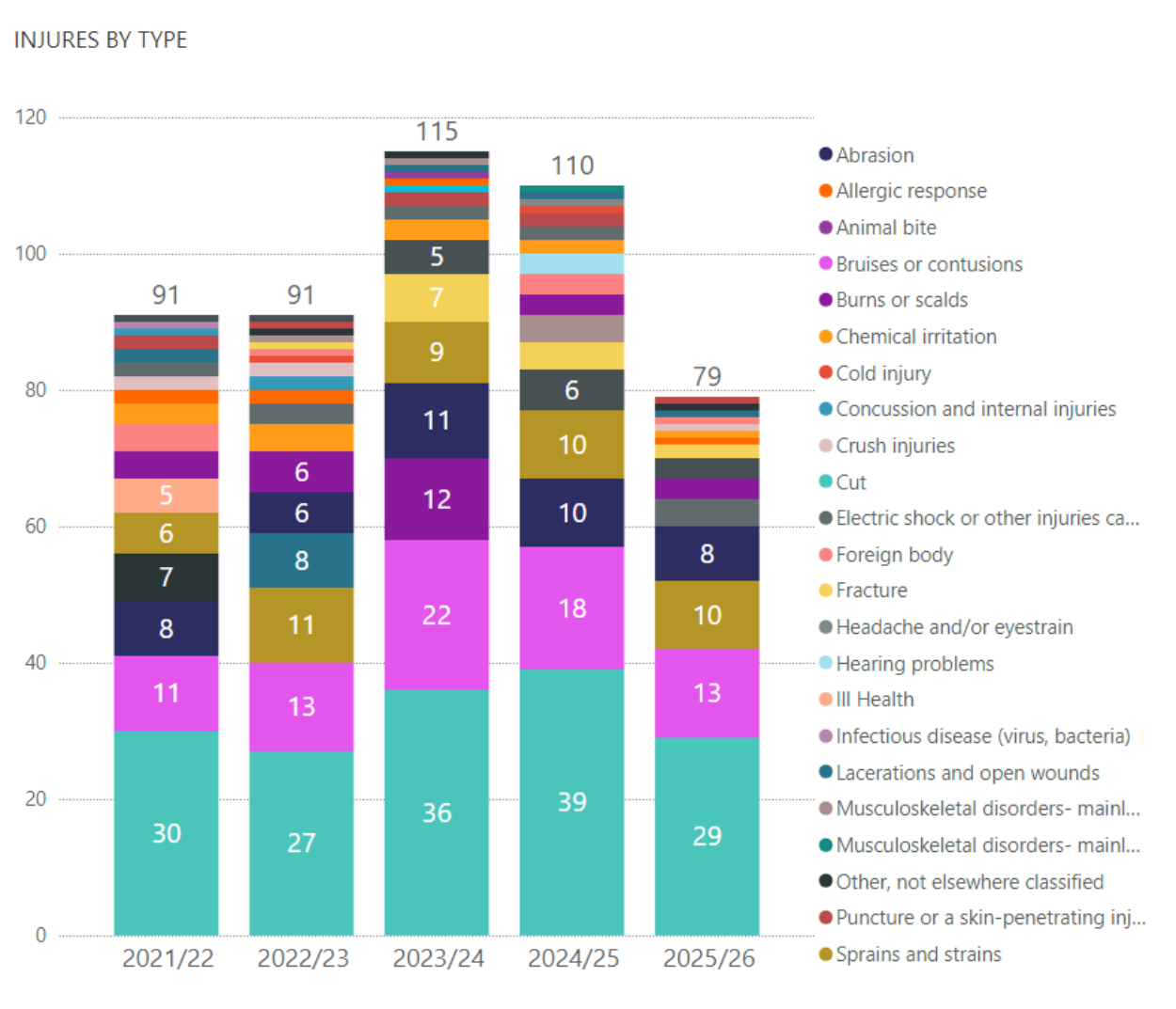
STFC Injury types



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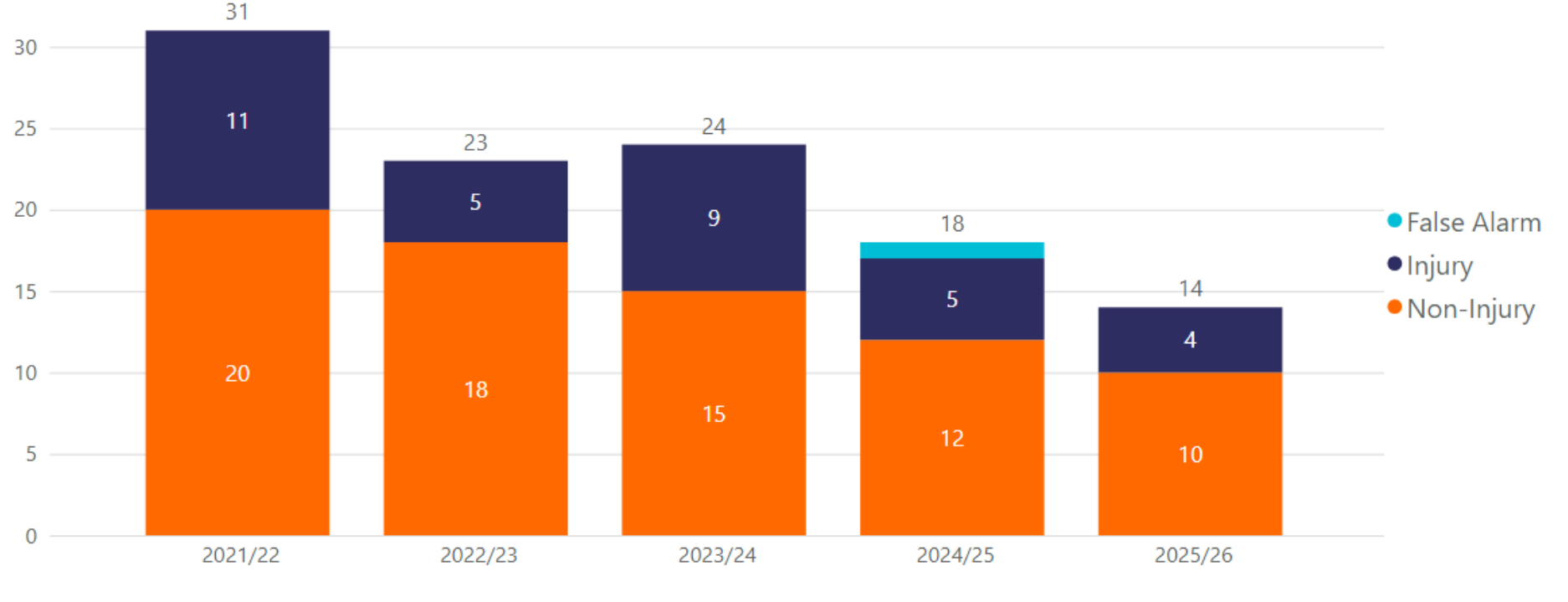
Serious or Potentially Serious Incidents (SoPs)

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



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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

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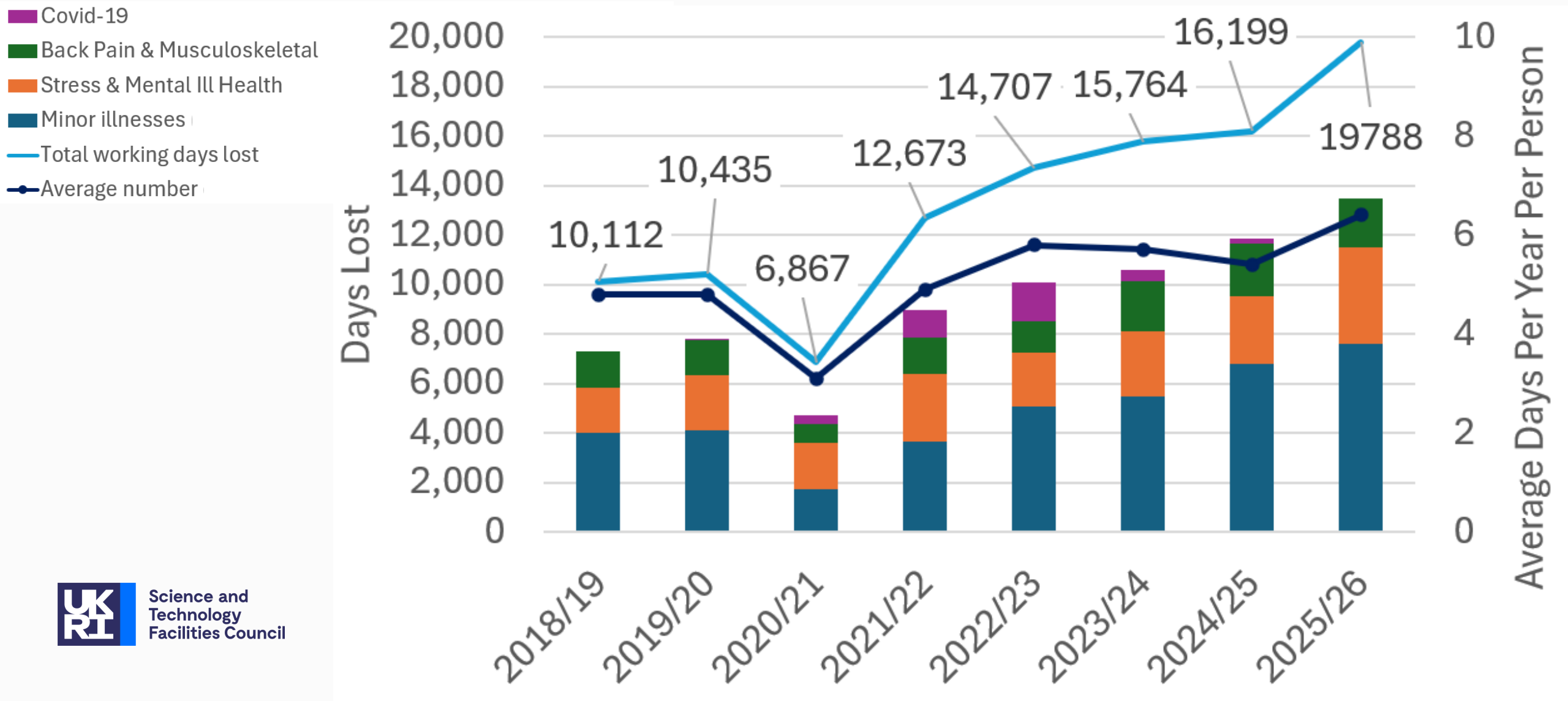
STFC working days lost by financial year



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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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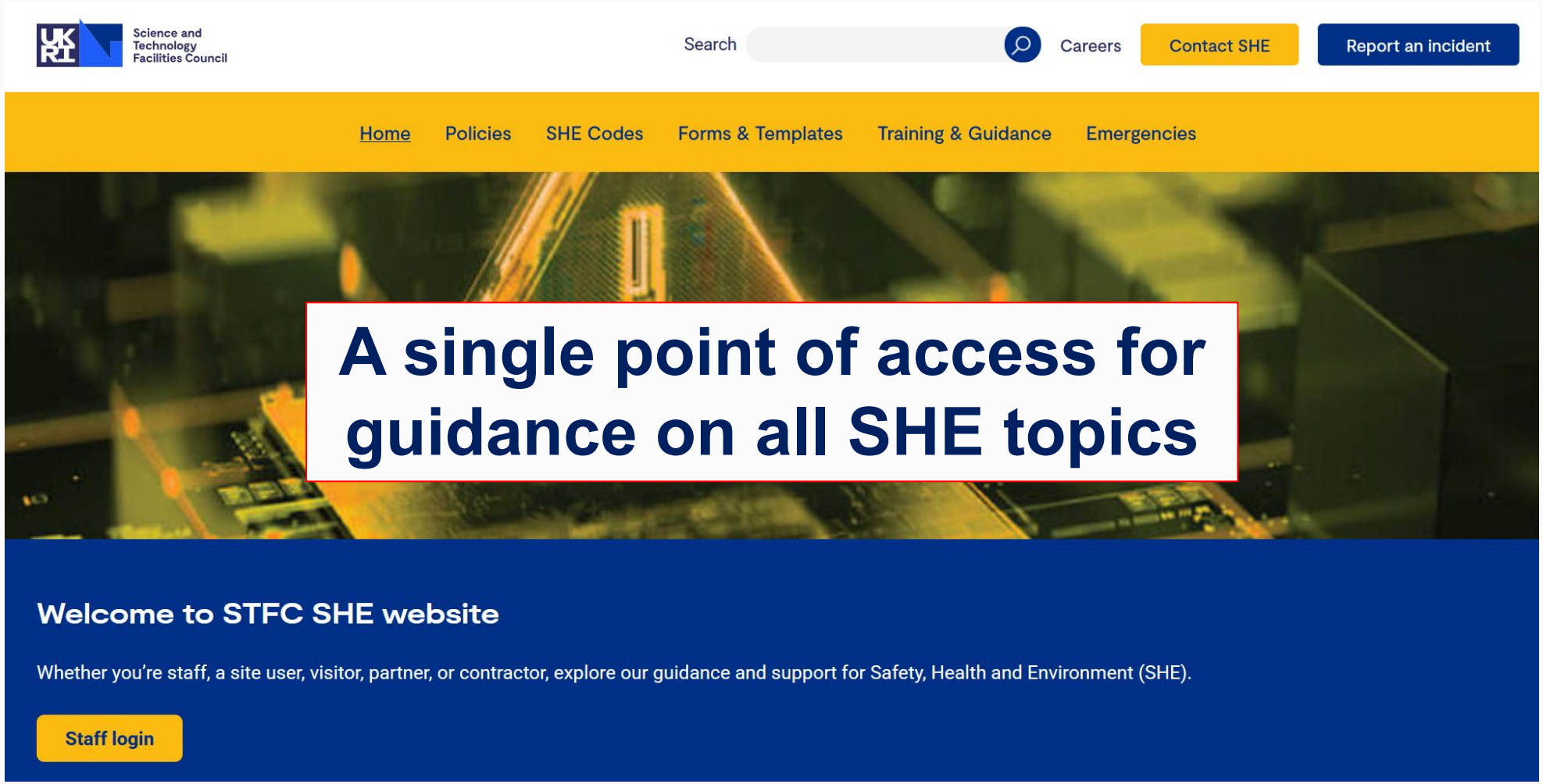
SHE Website



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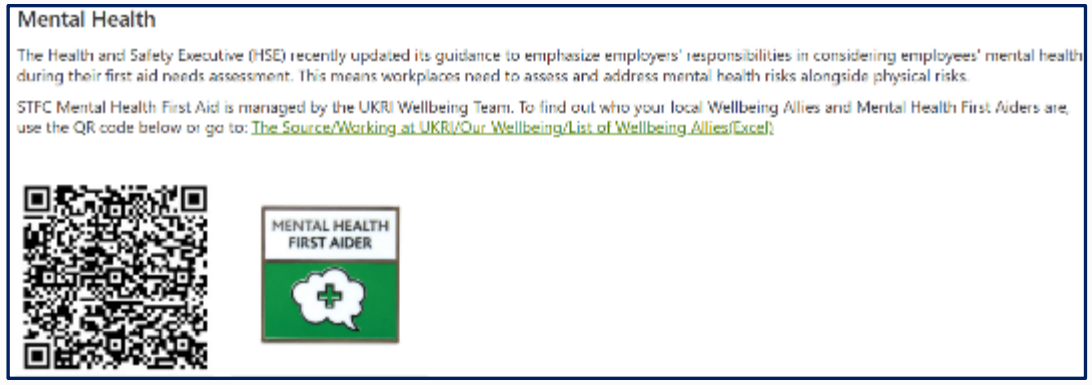
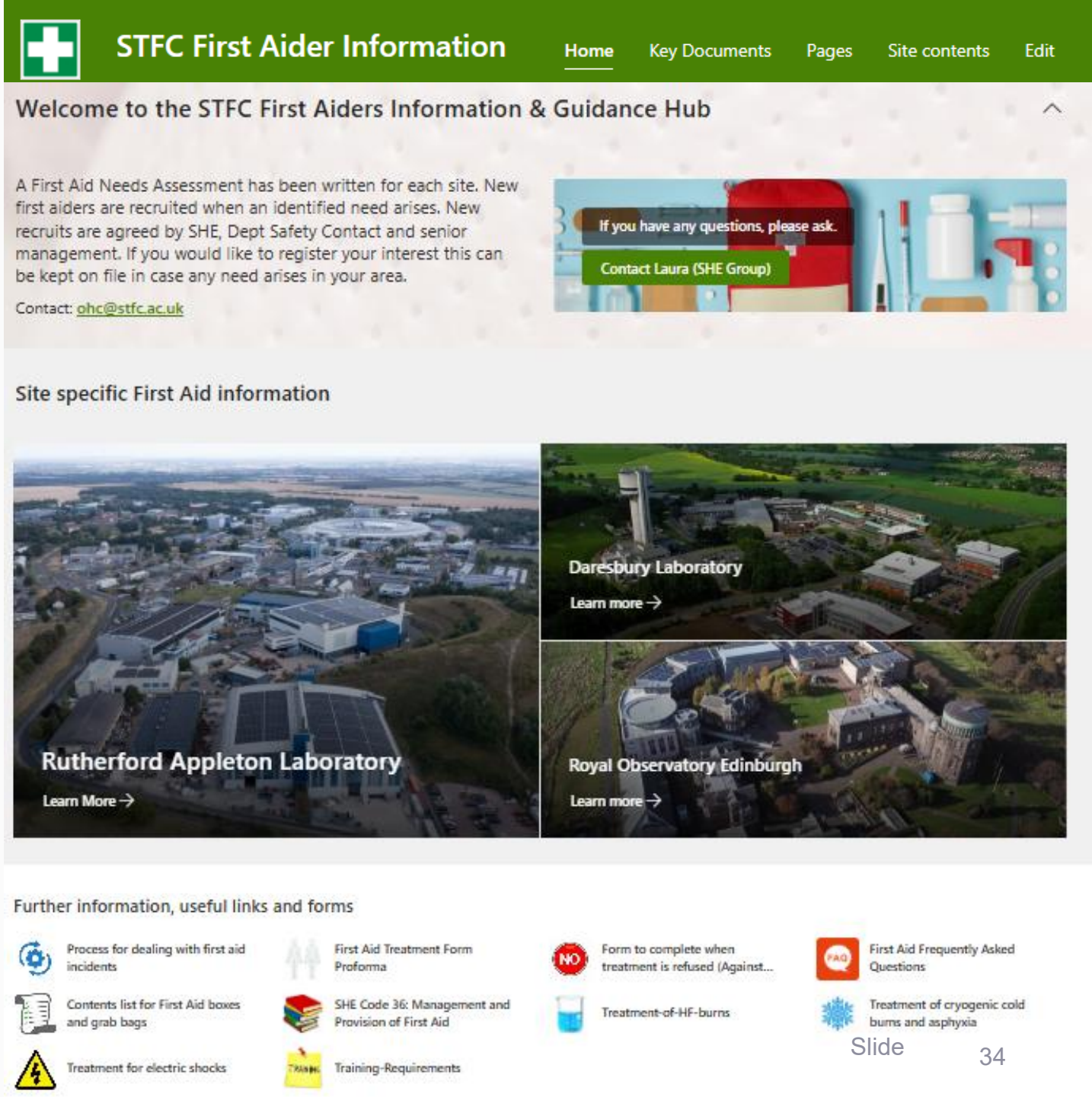
New First Aid Sharepoint site

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

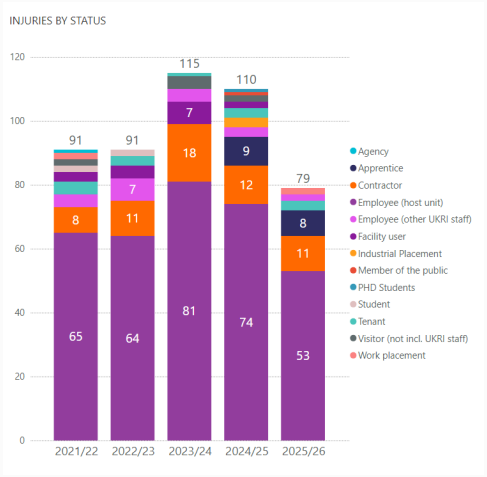
Mental Health first aiders/wellbeing allies are managed by UKRI, Link at bottom of front page.
Contact: WellbeingTeam@ukri.org for more info.

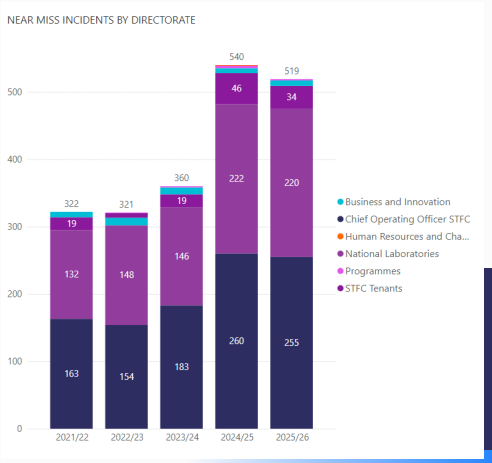




Conclusions for STFC – Improvement?

- 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

Legal duties and liabilities

- Organisations and individuals in the UK have responsibilities under both Criminal and Civil Law
- The aims of Criminal and Civil Law are different
- The consequences of a breach are different



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Civil Law

- Where health and safety at work is involved, an individual or the dependants of an individual can claim compensation under civil law through the “tort” of negligence (also known as “delict” in Scotland)

- Action is brought by one individual or organisation against another individual or organisation

- Cases are heard in:
  - Tribunals, the High Court, or the County Court in England, and
  - the Sheriff Court of First Instance or the Sheriff Principal Court in Scotland

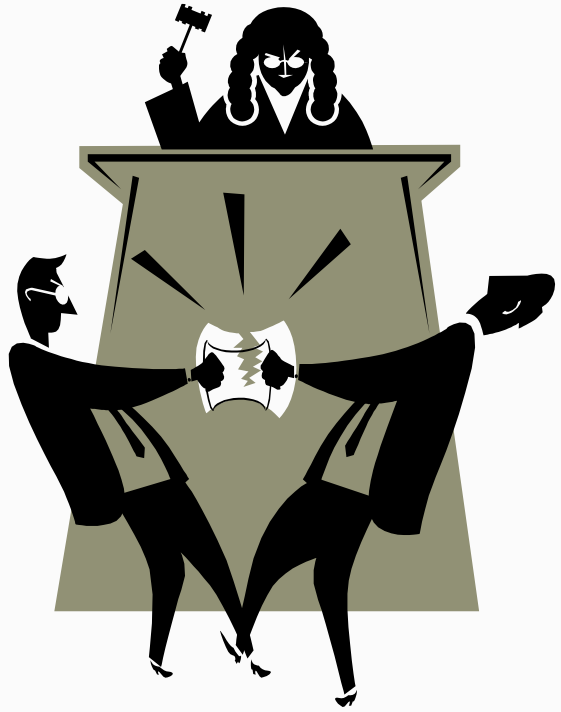
- The consequence of being found liable is an award of compensation or another remedy specified by the Court

Civil Law

- The majority of civil cases will be brought under Common Law which is the legacy of all previous relevant judgements

- In a civil case the claimant must prove the defendant is liable “on the balance of probabilities”

- Insurance is available to cover potential losses under civil law and purchase of cover may be compulsory



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Employer Liability Insurance

- STFC, as a Non-Departmental Public Body, does not pay Employer Liability Insurance

- STFC meets the costs of claims from the Parliamentary Grant In Aid for its approved programmes

Negligence

- Under Common Law, employers owe a "**duty of care**" to their employees. The extent of this duty of care is defined by the Common Law case history

- The duty of care includes:
  - A safe place of work and access to/egress from it
  - A safe system of work
  - Safe appliances and equipment
  - Adequate supervision and instruction
  - Safe and competent fellow workers

Negligence

- To succeed in a negligence action, the injured party or the claimant must prove on the balance of probability that:
  - There was a duty of care owed (This is automatic for any person affected by the employers activities)
  - The duty was breached
  - The breach led directly to the injury or the loss
- The duty of care in common law requires the employer to "take reasonable care of those that might foreseeably be affected by its acts or omissions"

Criminal Law

- The aim of criminal law is to deter individuals or organisations from breaking the law and to punish them if they do

- Crimes are committed against the State and it is the State that will bring the prosecution action

- Cases are tried in a Magistrates Court or in the Crown Court in England, and the Summary or Solemn Courts in Scotland

- The consequence of conviction is either fine or imprisonment



"UK Supreme Court, Court 1" by Rwendland - Own work. Licensed via Wikimedia Commons

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Criminal Law

- The majority of criminal cases will be brought under Statute Law or Regulations enabled by Statute law enacted by Parliament

- In a criminal case the prosecution must prove the defendant is guilty “beyond all reasonable doubt”

- There is no insurance available to cover punishment under criminal



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Civil vs. Criminal Law

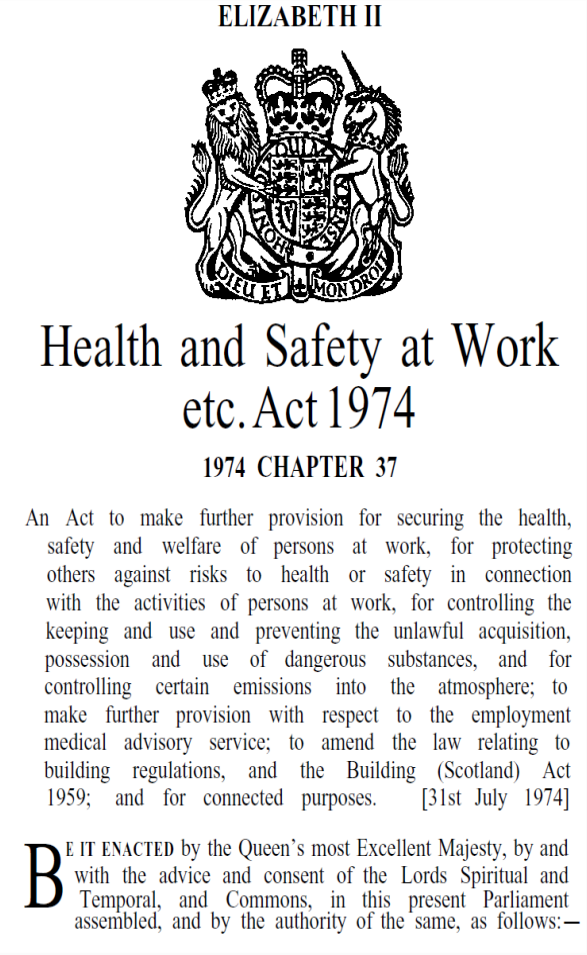
Civil law	Criminal law
Civil wrong	Crime
Compensation	Punishment
Individual v organisation	State v individual / organisation
Insurance available	No insurance available
‘Loss’ necessary	No ‘loss’ necessary
Civil Courts	Criminal Courts
‘On the balance of probabilities’	Beyond reasonable doubt’

The Health and Safety at Work Act 1974

- The Health and Safety at Work Act 1974 is criminal statute law

- It sets out in general terms the health and safety related duties of all employers, employees, self-employed, suppliers, manufacturers and persons responsible for work premises

- It is also the enabling legislation for the issue of a wide range of regulations dealing with more specific aspects of safety in the work place



ELIZABETH II

Health and Safety at Work etc. Act 1974

1974 CHAPTER 37

An Act to make further provision for securing the health, safety and welfare of persons at work, for protecting others against risks to health or safety in connection with the activities of persons at work, for controlling the keeping and use and preventing the unlawful acquisition, possession and use of dangerous substances, and for controlling certain emissions into the atmosphere; to make further provision with respect to the employment medical advisory service; to amend the law relating to building regulations, and the Building (Scotland) Act 1959; and for connected purposes. [31st July 1974]

BE IT ENACTED by the Queen's most Excellent Majesty, by and with the advice and consent of the Lords Spiritual and Temporal, and Commons, in this present Parliament assembled, and by the authority of the same, as follows:—

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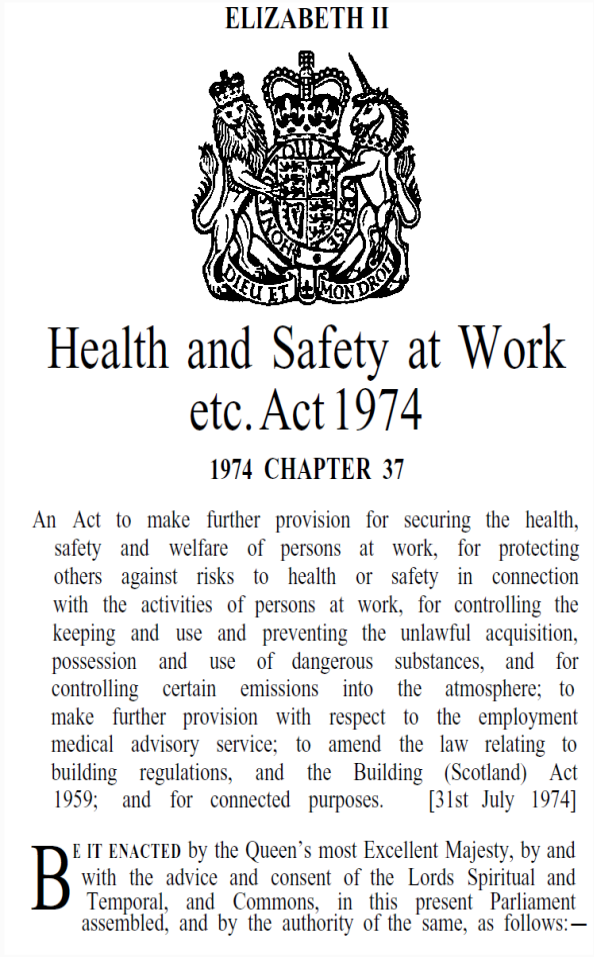
The Health and Safety at Work Act 1974

- Breach may result in prosecution in the criminal courts
- Breach giving rise to prosecution can occur without a specific loss resulting from accident or incident
- Prosecution under Health and Safety Law is carried out either by the Health and Safety Executive or a Local Authority



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The Health and Safety at Work Act 1974

The Act covers all the following aspects:

Duties of employers to staff	Enabling power for safety regulations
Duties of employers to other persons	Appointment of inspectors
Duties of persons in control of premises	Powers of inspectors
Duties of designers, manufacturers and suppliers	Prohibition and improvement notices
Duties of employees	Offences due to the fault of another person
Intentional or reckless interference	Liability of senior managers – consent, connivance or neglect

Legal

- Enforcement Statistics – https://assets.publishing.service.gov.uk/me...

Number of cases prosecuted	246
Number of cases resulting in a conviction	236
Percentage success rate	96%
Number of improvement notices	4400
Number of prohibition notices	1200

Absolute duty

- A strict legal duty usually indicated by “**shall**” or “**shall not**” without qualification

- It is not possible for a defendant to argue that it is impracticable, difficult or even impossible to do it, or not to do it

- Example – The Provision and Use of Work Equipment Regulations 1998

  4(1) Every employer shall ensure that work equipment is so constructed or adapted as to be suitable for the purpose for which it is used or provided.

  5(1) Every employer shall ensure that work equipment is maintained in an efficient state, in efficient working order and in good repair.

Practicable duty

- Everything possible with known means and resources must be done to achieve the duty

- If there is a way of doing it – it must be done regardless of cost or inconvenience

- Example – The Provision and Use of Work Equipment Regulations 1998

  - 11(1) Every employer shall ensure that measures are taken ….. to prevent access to any dangerous part of machinery or to any rotating stock-bar.

  - The measures …… shall consist of ….. the provision of fixed guards enclosing every dangerous part or rotating stock-bar where and to the extent that it is practicable to do so

Reasonably practicable duty



- 'Reasonably practicable' is a lesser standard than 'practicable'
  - The duty holder must balance the risk against the cost
  - Risk includes consideration of likelihood and severity
  - Cost includes consideration of the money, time and trouble involved in taking the measures needed to avert the risk
  - Risks must be averted unless there is a gross disproportion between the costs and benefits
- Example - The Health and Safety at Work Act 1974 Section 2
  - 2(1) It shall be the duty of every employer to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees.

Duties of employer to employee

- Section 2 sets out the most general responsibilities of an employer to their employees

- 2(1) It shall be the duty of every employer to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees

- This section, with section 3 on responsibilities to others, is the most widely used in health and safety prosecutions

Duties of employer to employee

- The general duty in section 2(1) is extended with 5 in section 2(2).
- All these paragraphs contain the qualifier “so far as is reasonably practicable”

  - Provision of safe plant and systems of work
  - Provisions for safe use, handling, storage, and transport of materials and substances
  - The provision of such information, instruction, training and supervision as is necessary
  - A safe place of work with safe access and egress
  - A safe working environment and adequate welfare facilities

Duties of employer to employee

- Section 2(3) concerns safety policy.

- The employer is required to:

  - Produce a policy statement and write it down (UKRI)

  - Set out the arrangements for carrying out the policy (STFC)

  - Revise and update the policy and arrangements as necessary

  - Bring the policy and arrangements to the attention of all employees

Duties of employer to others

- Section 3 sets out the general duty to people other than employees

- It shall be the duty of every employer to conduct their undertaking in such a way as to ensure, so far as is reasonably practicable, that persons not in their employment not exposed to risks to their health or safety

- Fundamental duty to look after non-staff/others working in the STFC

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Duties of employees

- Section 7 of the Act states that it shall be the duty of every employee whilst at work:
  - To take reasonable care for the health and safety of themselves and other persons who may be affected by their acts or omissions at work
  - Co-operate with the employer in any measure relating to discharge of their legal safety duty

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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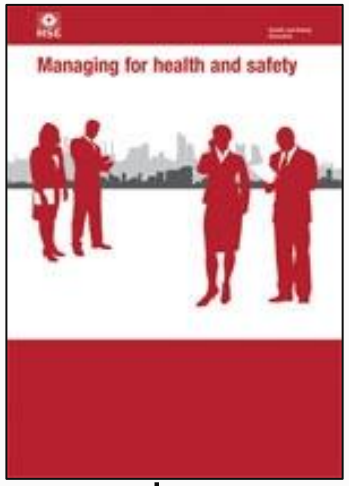
The legal requirement for a safety management system

- An explicit legal requirement from the Management of Health and Safety at Work Regulations 1999:

  - "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"

Management system requirements summary



- HSE Managing for Health and Safety HSG65
- 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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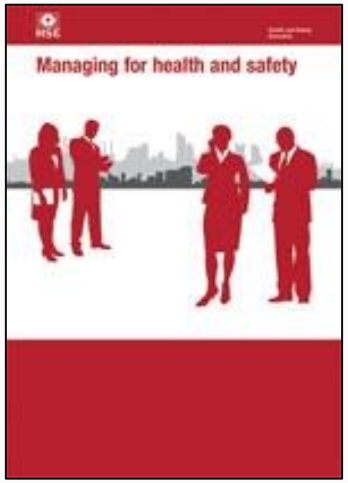
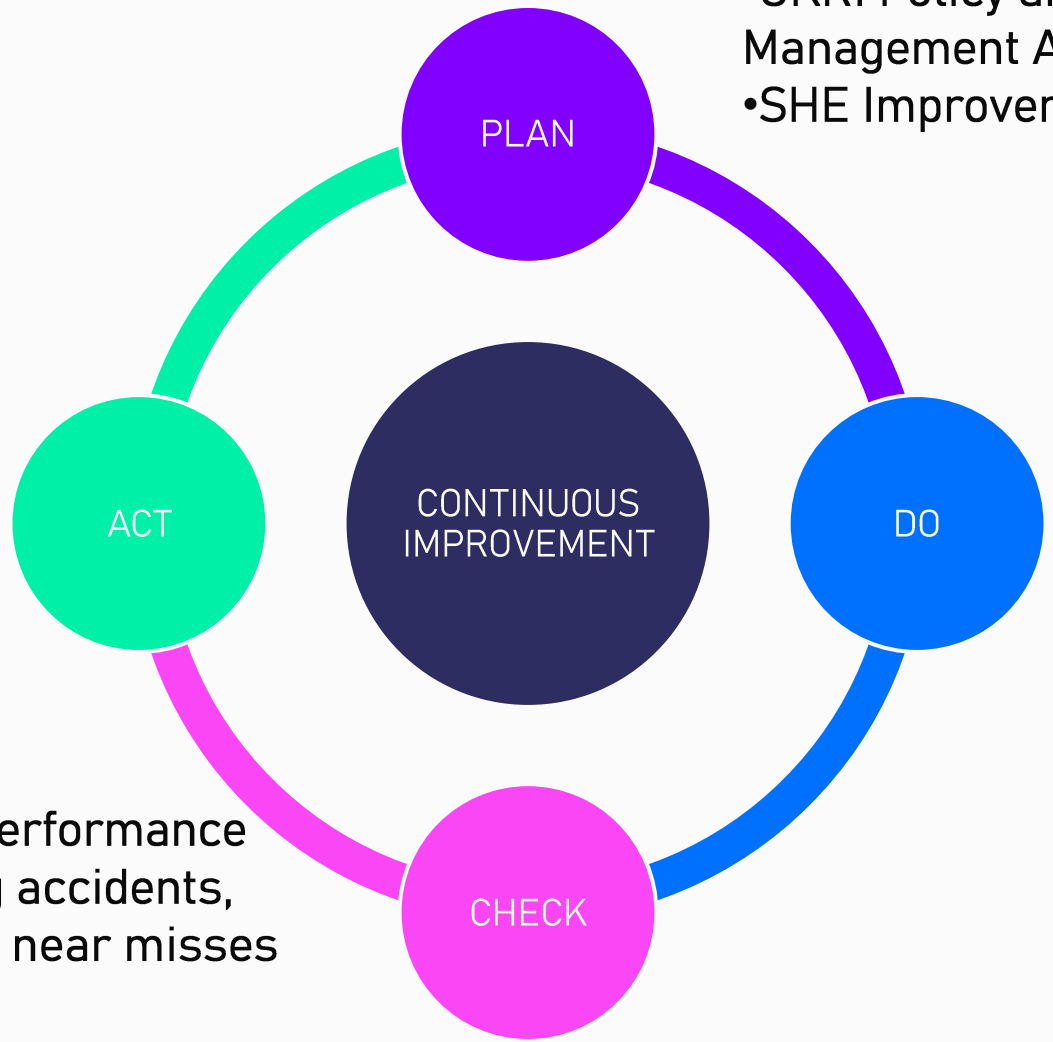
SHE Management System PDCA Cycles





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

- Risk assessment
- 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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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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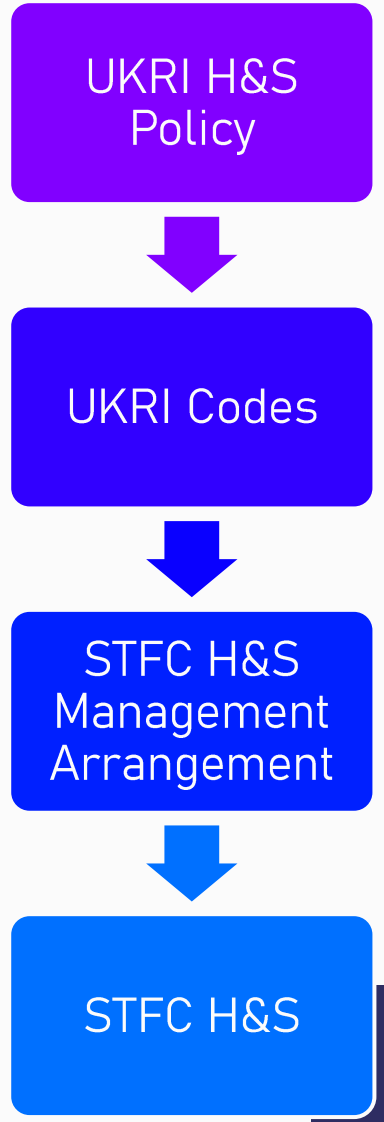
STFC's SHE Management system

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

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 STFC H&S 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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Departmental safety committees

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

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

- Terms of reference are in the STFC Management Arrangements appendices

SHE Codes

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



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SHE Codes structure

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



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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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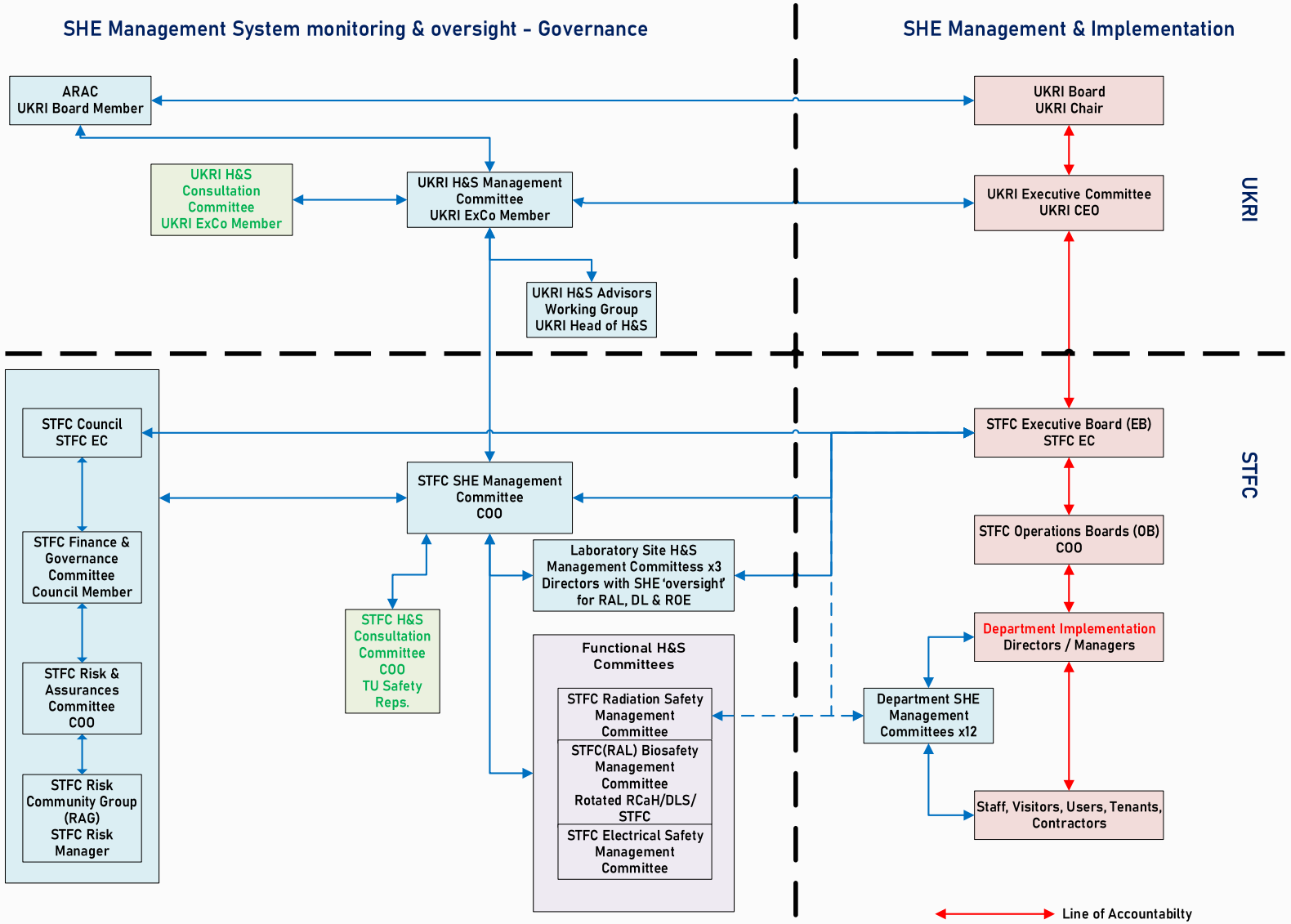
Line Manager/Individual interaction

- The Line Manager pulls together the different strands of safety management from:
  - SHE Group
  - Any internal department and division procedures
  - Individual projects
- For individuals interacting with STFC who are not members of staff, the chain of safety responsibility is detailed in Appendix 2 of the STFC H&S Management Arrangements document

UKRI/STFC SHE Management structure



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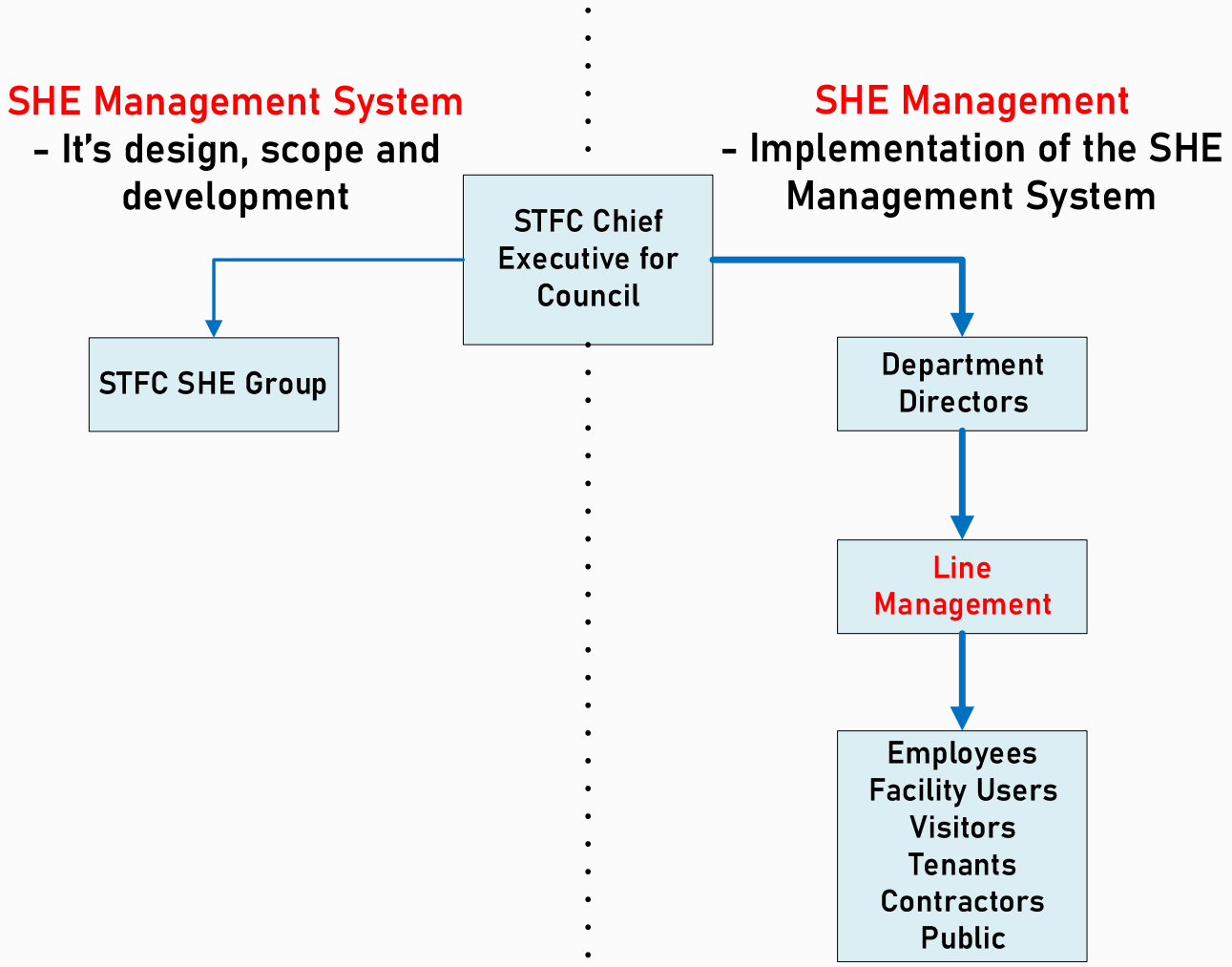
Responsibility for SHE in STFC



Performance of the STFC SHE Management System

Exercise 3: SHE Codes applicability

- Consider up to 5 of your main work activities. Using the pro-forma provided consider which STFC SHE Codes apply to them.
  - To what extent are they implemented?
  - Are there any actions to take away?



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SHE IT System Introduction, SHE Essentials and SHE Codes Review

SHE IT familiarisation - 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

SHE IT familiarisation - 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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STFC SHE Office Essentials

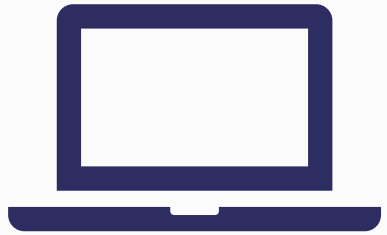
Incident reporting	Always report SHE incidents at all STFC sites or while travelling on Council business. Session on day 2.
SHE training	STFC mandatory training includes SHE Induction, followed by on-line Display Screen Equipment (DSE) training, manual handling training, and fire safety training. Session on day 3.
Fire Safety	Know emergency procedures, exits and muster points. Do not obstruct any fire safety system or exit. Corridors and stairwells and exit routes to be kept clear of combustibles. Minimise storage of combustibles in office areas.
Display Screen Equipment	Most STFC staff are considered 'users' and must do a DSE assessment for each use (2 max. in Totara) updated as required. DSE training for all staff, refreshed every 5 years. Resolve any issues with line managers. If any issues remain, seek advice from SHE Group or OH Team. Goes beyond current legislation as it includes laptops, tablets, phones etc.

STFC SHE Office Essentials

Travel on Council Business	Bitesize code summary on day 3.
Manual Handling	Mandatory manual handling training for all staff. Code exercise to follow.
Portable Electric Equipment	All portable electrical equipment at STFC sites must be Portable Appliance Tested (PAT) prior to use and have a PAT label giving date of latest test and date of next test (4 yearly tests for most office equipment, yearly for lab. and workshop equipment). All portable electrical equipment should be visually inspected before plugging in.
General Risk Management	Any hazard in an office area not covered by this document may need to be separately risk assessed. Consult manager or SHE group for advice.
Environmental Management	Minimise printing and recycle waste paper and print cartridges. Switch equipment off when not in use and especially overnight. Use Video Conferencing to avoid travel as much as possible. Use public transport to the greatest extent possible. Session on Day 2 and 3

Exercise 4: SHE code review

- In groups, look at a SHE Code and prepare a 5-minute presentation highlighting the most important information for managers and supervisors
  - Group 1: Manual Handling (SHE Code 12)
  - Group 2: Fire and Emergency Management (SHE Code 32)
  - Group 3: Working at Height (SHE Code 9)





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Thank you