

SHE Training for Non-Technical Managers



Science and
Technology
Facilities Council



STFC SHE Training for Non-Technical Managers

Outline programme for a morning ½ day course

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

09:30 to 09:45	Introduction and course programme
09:45 to 10:30	Motivation and the SHE Management System
10:30 to 12:00	Requirements of SHE Essentials and the SHE Codes Syndicate exercise with summary presentations <ul style="list-style-type: none"> • includes refreshments
12:00 to 12:15	Code wrap up
12:15 to 13:00	Risk assessment Audit and inspection SHE improvement Supervision and Leadership
13:00 to 13:30	Course assessment

SHE Training for STFC Non-Technical Managers

Outline programme for an afternoon ½ day course

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

12:30 to 12:45	Introduction and course programme
12:45 to 13:30	Motivation and the SHE Management System
13:30 to 15:00	Requirements of SHE Essentials and the SHE Codes Syndicate exercise with summary presentations <ul style="list-style-type: none"> • includes refreshments
15:00 to 15:15	Code wrap up
15:15 to 16:00	Risk assessment Audit and inspection SHE improvement Supervision and Leadership
16:00 to 16:30	Course assessment



Science and
Technology
Facilities Council

SHE Training for Non-Technical Managers

Domestic arrangements



OK!!



Course introductions

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



Slide 3

Definitions

- Non-Technical Managers are defined as any member of staff with a safety responsibility for another member of staff working primarily in an office based environment
- Technical Managers are defined as members of staff or others with responsibility for:
 - Undertaking practical science and research programmes
 - Managing engineering programmes
 - Managing laboratories
 - Managing workshops or estates



Slide 4

Overall aim of the course

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



Slide 5

Course assessment

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

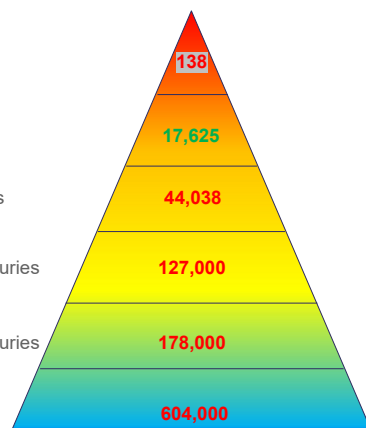


Slide 6

SHE Performance and Motivation

UK injury data 23/24 (HSE and ONS statistics)

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



Overview on injuries in the UK

- Fatalities - Long term downward trend slight increase this year
- Employer Reported injuries - Long term downward trend has levelled off
- Self reported injuries – Slight upward movement this year
- Fatal injury statistics are dominated by:
 - falls from height
 - struck by moving vehicles
- Non fatal statistics are dominated by:
 - Slip, trip and fall (31%)
 - Handling, lifting and carrying (17%)

Road Casualties GB up to Jun 2024

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

[Reported road casualties in Great Britain, provisional estimates: year ending June 2024 - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

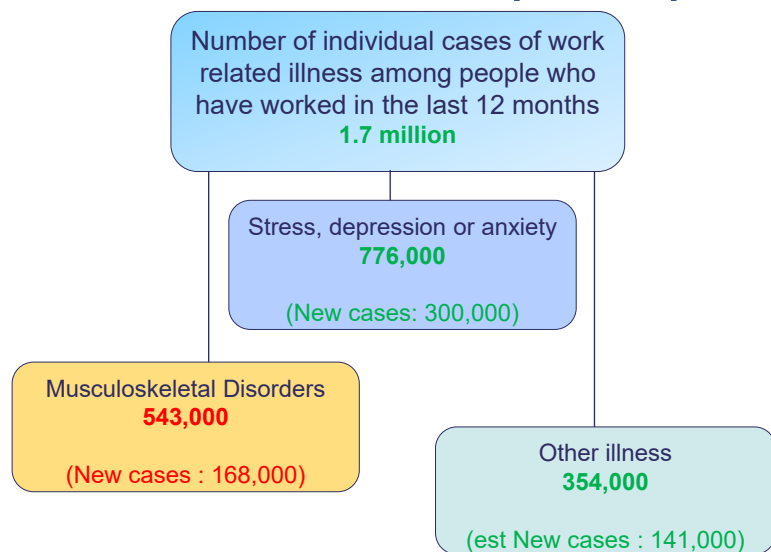


Slide 9

Self reported work related illness (23/24)

Deaths due to work related illness:

- Around 13,000 deaths/year due to past exposure at work primarily to chemicals or dust
- Approx 4800 due to asbestos related diseases, 4200 due to Chronic Obstructive Pulmonary Disease and 2600 due non-asbestos related lung cancers
- Estimated 20,000 new cases of breathing or lung problems caused or made worse by work each year.



Slide 10

Motivations for safety management

- We need to – moral and aspirational reasons
 - The desire to protect anyone from injury, pain, suffering and loss of life stands on its own as a humanitarian goal
 - Organisations understand that their staff are their most important asset
 - Encourage a culture of safe working, believing all injuries etc. are preventable
 - Understand SHE performance, communicate and discuss with staff..... and openly drive continuous improvement



Slide 11

Motivations for safety management

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



Slide 12

Duties of employers

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

Duties of employees

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



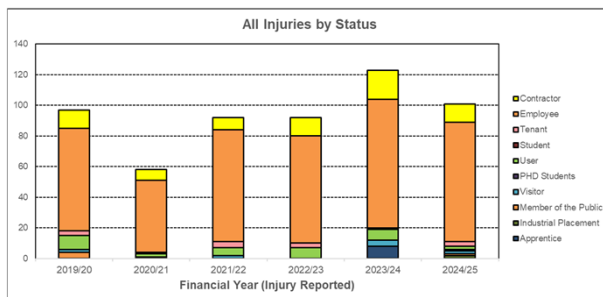
Motivations for safety management

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

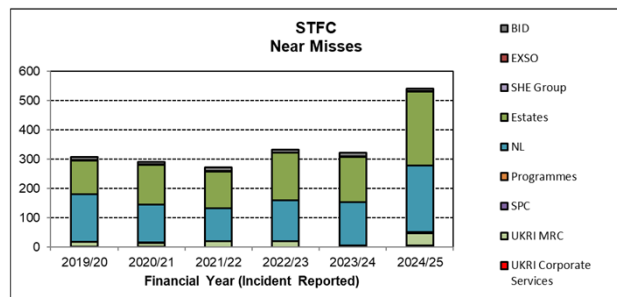


STFC Incident data

Injuries

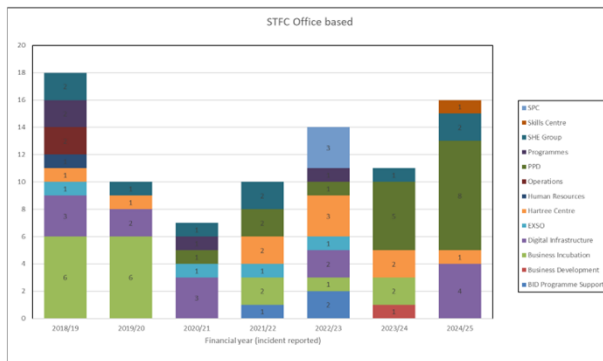


Near misses (learning opportunities)

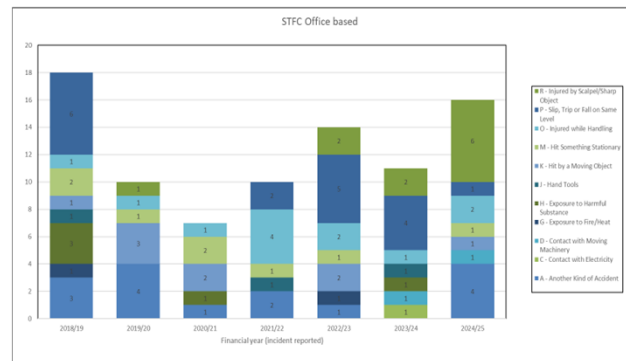


Sample of office-based injury data

Injury spread



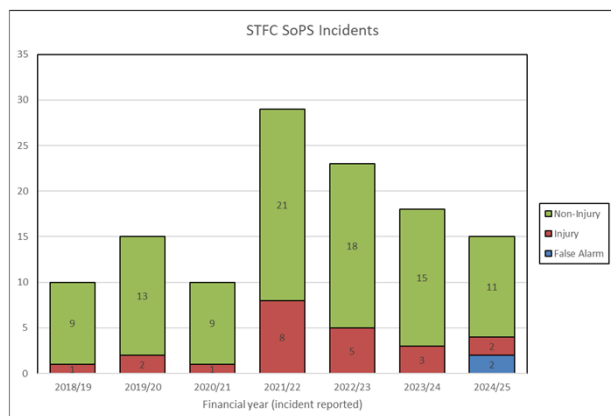
Injury types



Slide 17

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



Slide 18

STFC working days lost by financial year

Cause	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Minor illnesses (e.g. colds, flu, headaches, viral, etc)	4,002	4,098	1,723	3,646	5,076	5,468	6,776
Stress & Mental Ill Health	1,807	2,233	1,874	2,740	2,182	2,630	2,775
Back Pain & Musculoskeletal	1,465	1,403	772	1,468	1,264	2,023	2,078
Covid-19	0	87	350	1,106	1,569	468	248
Total working days lost	10,112	10,435	6,867	12,673	14,707	15,764	16,199
Average number of working days lost per staff member each year	4.8	4.8	3.1	4.9	5.8	5.7	5.4

STFC Occupational Health(OH) Service

The Occupational Health service provides:

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

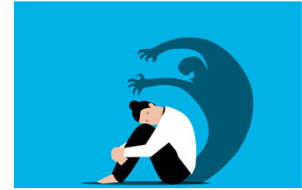
Occupational Health is managed by SHE Group, in close communication with HR. The service is provided by a contractor (Optima Health) with a staff member based full-time at RAL (R12). All management referrals are processed by HR via a confidential portal direct to Optima Health.

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

STFC Wellbeing facilities

- STFC has a wide range of Wellbeing facilities available to 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 Mark Britton, UKRI Wellbeing service
- [STFC Benefits Poster](#)
- [Mental Health First Aiders](#) (managed by UKRI Wellbeing)
- [Become a Wellbeing Ally](#)
- [Wellbeing intranet pages](#)
- [Wellbeing Engagement Group](#)
- Training courses provided by [STFC Learning & Development](#) or Occupational Health
- [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)
- [Harassment Advisors](#)
- [Mentoring](#)
- [Trade Unions](#)



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)

Don't forget your SHE Website

(a one-stop shop for guidance on all SHE topics)



Useful Links

- [Risk Management](#)
- [A to Z of SHE Group's website](#)
- [Fire Safety](#)

SHE Notices

- [SN315 - SHE Audit programme for 2025/26](#)
- [SN314 Sharing learning and information](#)
- [SN313 - Summer Safety](#)

SHE Training

- [Mandatory SHE Induction Training](#)
- [SHE training catalogue](#)
- [Totara - STFC's Learning Management System](#)

Safety

- [Departmental SHE Improvement Plans](#)
- [SHE posters](#)
- [STFC Safety Committees](#)

Occ. Health and Wellbeing

- [Occupational Health](#)
- [BiteSize Health Videos](#)
- [STFC First Aid](#)

Radiation and Environment

- [Radiation Safety](#)
- [Recycling and waste disposal](#)
- [Waste disposal and recycling contact points](#)

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.

For more information, contact:
Laura Davies, SHE Group

There is also a link to Mental Health first aiders/wellbeing allies at the bottom of the front page.

For more info on mental health, contact:
Mark Britton from UKRI Wellbeing team

Mental Health

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

STFC Mental Health First Aid is managed by the UKRI Wellbeing team. To find out who your local Wellbeing Allies and Mental Health First Aiders are, use the QR code below or go to: [The Source/Working at UKRI/Our Wellbeing/List of Wellbeing Allies/Local](#)



STFC First Aider Information Home Key Documents Pages Site contents Edit

Welcome to the STFC First Aiders Information & Guidance Hub

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

Contact: phc@stfc.ac.uk

If you have any questions, please ask.
[Contact Laura \(SHE Group\)](#)

Site specific First Aid information

- Rutherford Appleton Laboratory**
[Learn More →](#)
- Daresbury Laboratory**
[Learn more →](#)
- Royal Observatory Edinburgh**
[Learn more →](#)

Further information, useful links and forms

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

Slide 23

Fire Risk Management Sharepoint site (new)

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

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



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

Welcome to the STFC Fire Hub

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

If you have any questions for the Fire Risk Management team, click below.
[Email](#)

STFC Fire Risk Management Strategy 2024 - 2026
[Learn more →](#)

Fire Policy & Codes

Fire Safety Training

Building Fire Coordinators

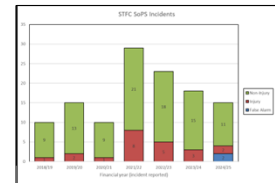
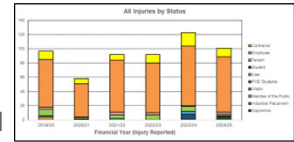
Fire Safety Advice Notes & Fire Newsletters

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

- Rutherford Appleton Laboratory**
[Site Specific Fire Information →](#)
- Daresbury Laboratory**
- Royal Observatory Edinburgh**
- Chilton Observatory**
- Boulby Underground Laboratory**

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



The STFC SHE Management System

UKRI Health & Safety Policy

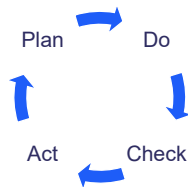
- Top level aspirational statement and summary of goals and standards signed off by the CEO
 - SHE management delegations to all UKRI managers – emphasis on SHE management being integral to project and line management
- UKRI have a set of top-level H&S Codes
- STFC has its own H&S Management Arrangements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



Slide 27

SHE management system PDCA cycle

- **Plan**
 - UKRI Policy and STFC H&S Management Arrangements
 - SHE Improvement planning
- **Do**
 - SHE Codes
 - Risk assessment
 - Assign responsibilities
 - Implementing
 - Training and competence
- **Check**
 - Measuring performance
 - Investigating accidents, incidents and near misses
 - Safety tours
 - SHE auditing
- **Act on findings**
 - Reviewing performance
 - Learning lessons



Slide 28

Exercise 1: H&S Management arrangements

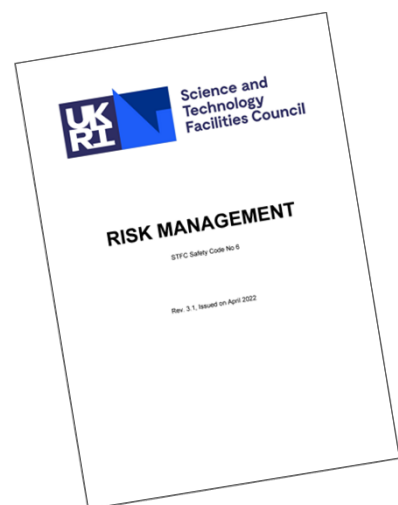
- Review of structure and content of the STFC H&S Management Arrangements document
- Consider the Responsibilities of Managers (Section 3.2) in the context of your own work
- Use the workbook to make notes against each one
 - To what extent is the responsibility discharged?
 - At this stage of the course, what actions do you think are needed on your return to work?



Slide 29

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



Slide 30

SHE Codes structure

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



Slide 31

STFC SHE Office Essentials

Incident reporting	Always report SHE incidents at all STFC sites or while travelling on Council business.
SHE training	STFC mandatory training includes SHE Induction, followed by on-line Display Screen Equipment (DSE) training; manual handling training and finally Fire safety. Also ½ day SHE for Non-Technical Managers Course.
Fire Safety	Know emergency procedures, exits and muster points. Do not obstruct any fire safety system or exit. Corridors and stairwells and exit routes to be kept clear of combustibles. Minimise storage of combustibles in office areas.
Display Screen Equipment	Following completion of a DSE risk assessment / DSE Agile (for SO) discuss and address any issues with your line manager. Eye tests are available if you need glasses for DSE use. Ensure that your workstation is set up correctly and that you take regular screen breaks.
Travel on Council Business	Driving is probably the most hazardous activity any STFC employee undertakes at work. Managers are still responsible for staff while they are travelling on Council business. If you drive greater than 3000 miles/year on Council business you should attend a defensive driver training course.



Slide 32

STFC SHE Office Essentials

Manual Handling	Your job should not normally require much lifting and carrying. Following completion of manual handling training, recognise where manual handling hazards exist and use safe lifting techniques. Manual handling remains a cause of many STFC injuries.
Portable Electric Equipment	All portable electrical equipment used on STFC sites must be Portable Appliance Tested (PAT) prior to use. Check that any electrical equipment looks safe prior to plugging it in, as you would at home. Typical office equipment: PCs; Monitors; Printers, fans etc should be tested 4 yearly and have a PAT testing label indicating when it was and needs re-testing.
Lone Working	Lone Working is permitted for standard office working or IT use. Staff working out of normal office hours should ensure site security are aware that you are working out of hours and are alone.
General Risk Management	Any hazard in an office area not covered by this document may need to be separately risk assessed. Consult manager or SHE group for advice.
Environmental Management Essentials	Minimise printing and recycle waste paper and print cartridges. Switch equipment off when not in use and especially overnight. Use Video Conferencing to avoid travel as much as possible. Use public transport to the greatest extent possible.

Exercise 2: SHE Website familiarisation

- Complete the SHE Website quiz



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



Slide 35

Common line manager responsibilities

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



Slide 36

Exercise 3: SHE Codes review

- The SHE Codes most relevant to non-technical managers are contained within SHE Essentials
- For the SHE Codes allocated:
 - Read the SHE Codes
 - Prepare an overview on the main responsibilities of line managers and staff
 - How would you generalise the safety responsibilities of line managers?



Slide 37

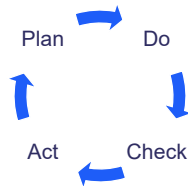


Risk Assessment

SHE management system PDCA cycle

• Plan

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



• Do

- SHE Codes
- **Risk assessment**
- Assign responsibilities
- Implementing
- Training and competence

• Check

- Measuring performance
- Investigating accidents, incidents and near misses
- Safety tours
- SHE auditing

• Act on findings

- Reviewing performance
- Learning lessons



Slide 39

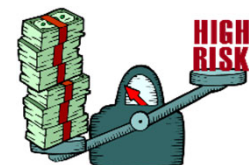
HSE 5 steps to risk assessment

Every employer **shall** make a **suitable and sufficient** risk assessment of

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



SFAIRP



Difficulty;
Time; and
Money



Slide 40

STFC Office risk assessment

- Review the STFC Generic Office Risk Assessment
- This is a guide - It will need to be read, discussed and made relevant to your Department



Risk assessment: managers checklist

- Have you reviewed the need for risk assessment for your own activities and discussed them with your line manager?
- Have you reviewed the need for risk assessments for the activities of your staff? Have you consulted them? Have you briefed them?
- Have you reviewed the need for risk assessment training – for both yourself and your staff?
 - SHE Group run a 2hr RA awareness course, ideal for writing RAs and also when role involves reviewing them.
 - Contact STFC Training DL or STFC Training RAL to book

SC 5 - Incident Reporting and Investigation

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



Slide 43



Audit, inspection and improvement

SHE management system PDCA cycle

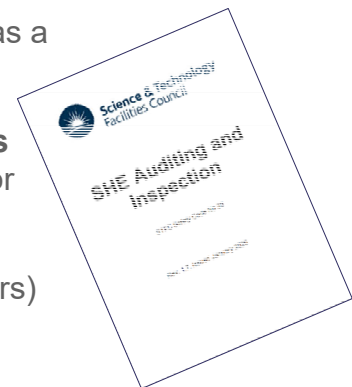
- **Plan**
 - UKRI Policy and STFC H&S Management Arrangements
 - **SHE Improvement planning**
- **Do**
 - Risk assessment
 - Assign responsibilities
 - Implementing
 - Training and competence
- **Check**
 - **Measuring performance**
 - Investigating accidents, incidents and near misses
 - Safety tours
 - SHE auditing
- **Act on findings**
 - **Reviewing performance**
 - Learning lessons



Slide 45

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)



Slide 46

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



Slide 47

STFC Health and safety objectives 25/26

1	Improve Mental Health and Wellbeing: Departments to nominate and train a minimum of 10% Wellbeing Allies in accordance with department numbers.
2	Improve COSHH compliance: Controlling exposure to respiratory hazards. 1. 100% of users of Local Exhaust Ventilation to complete the online training on LEV Systems on Totara. 2. Line Managers to identify all COSHH assessments where RPE is required as an additional control to supplement other control measures, specifying RPE in terms of protection factor and type of filtration required. - 100% of relevant line managers to read the guidance of the selection use and maintenance of RPE (SHE Sharepoint) - 100% of relevant line managers and RPE users to complete training on RPE face fit testing (as identified) - 100% of relevant line managers to confirm that 100% of RPE users have been face fit tested (as identified).
3	Improve Contractor Management: SC15 is being reviewed by SHE Group to evaluate its effectiveness. The review would benefit greatly from departments reviewing practices within their area of operation and providing commentary on what works and what needs improvement. 1. 100% of departments who manage contractors review the text of SHE Code 15 (and/or use Appendix 6) and submit comments to SHE Group e.g. a marked up version. 2. 100% of departments that use contractors to carry out training needs analysis (Appendix 2 of SC10) to correctly identify staff who manage contractors. 3. 100% of staff who are identified as managing contractors, to undertake relevant training and ongoing coaching, and provide formal CSO appointment and registration on the SHE Directory.
4	Risk Assessment: 1. 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. 2. 75% of staff who are line managers to have (in date) in-person risk assessment awareness training (valid for 5yrs). Note: staff who have completed the 3-day SHE Tech Managers course have satisfied this objective.
5	Tenants, Users, Visitors: 1. 100% of Tenants, Users and (unescorted) Visitors to have completed the relevant site inductions 2. 75% of staff who manage tenants to complete the SHE 3-day Technical Managers or half day Non-Technical Managers course depending on the hazard profile of their Dept.

Slide 48

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



Slide 49



SHE Training

Training scope

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



Slide 51

Types of SHE Training

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



Slide 52

Job or Hazard Specific SHE Training

- Role/project related training identified by Line Manager for staff through a **training needs analysis** conducted on appointment (within 4 weeks), and reviewed annually through APR or more frequently when required
- Requires **proactive** management/staff to request this training - SHE Group proactively manage initial mandatory training and refresher training
- See SHE Essentials (or individual SHE Codes)
- Collated in **STFC SHE Training Catalogue**

[illegible]

Slide 53

Staff, facility users, visitors and tenants

- Are required to attend all training and associated refresher training identified by their manager
- Utilise and apply SHE training at all times
- Raise any perceived shortfall in SHE training with their manager at the earliest opportunity
- Ensure that all visitors for whom they are responsible are aware of:
 - The H&S hazards to which they could be exposed
 - Local safety control measures
 - Relevant emergency procedures



Slide 54

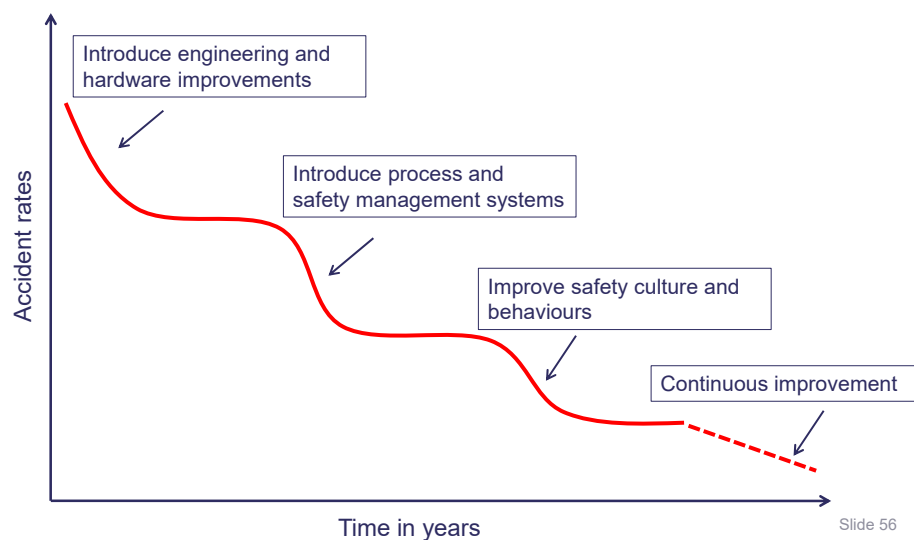


Science and
Technology
Facilities Council

SHE Culture and Leadership

Improving safety performance

A model for reducing accident rates



Slide 56

STFC Culture survey: Recommendations

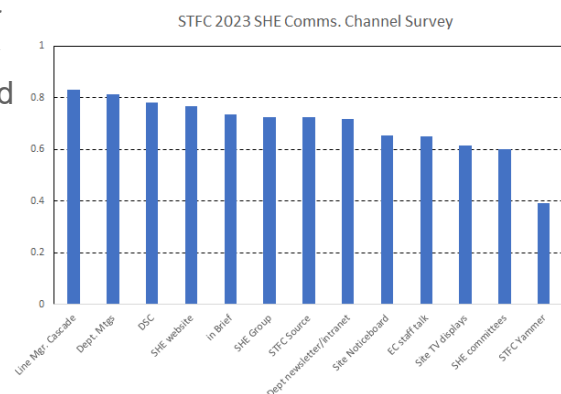
- Continue action to improve ease of use of SHE Codes and Instructions
- Raise profile of environmental management and increase communication
- Improve close out of actions arising from incidents/near misses, RAs, safety tours and SHE audits
- Maintain strong emphasis on SHE training programmes
- Continue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



Slide 57

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.



Slide 58

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



Slide 59

STFC SHE communication survey

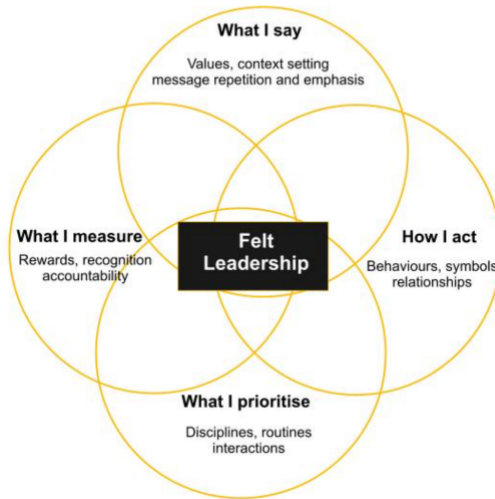
- As a result of the survey, SHE Group is currently working on:
 - Providing a regular stream of SHE items to the Exec chair forum
 - Having an in person launch for new SHE Codes or major updates
 - Making SHE training course feedback available to staff
 - Re-marketing the SHE website, staff to register 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



Slide 60

Leadership in practice

Felt Leadership - An Overview



Slide 61

Conclusion

- There is still significant room for improvement in STFC's SHE performance
- There is plenty of scope for improvement and refinement of STFC's SHE management systems
- Success in both these will depend critically on the attitude and commitment of staff and managers at all levels



Slide 62



Thank you

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

STFC SHE Training for Technical Managers Course

Supplementary Information

STFC Office SHE Essentials

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

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

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

Environmental Essentials

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

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

Code	Summary
Environmental Management - what you can do	<p>Through its Environment Policy, STFC is committed to ensuring high standards of environmental management and the minimisation, within the constraints set by our scientific programme, of its environmental impact.</p> <p>You can help to achieve this by considering the waste hierarchy: Eliminate, Reduce, Re-Use and Recycle when using any resource.</p> <p>For example:</p> <ul style="list-style-type: none"> • Reducing energy consumption by turning off lights, computer monitors and printers, or turning the thermostat on your radiator down a little. • Reducing the amount of waste we send to landfill by Recycling items such as printer cartridges and paper etc. • Using video conferencing facilities to Eliminate the need to travel.
Disposing of waste. (Controlled and Hazardous waste code)	<p>STFC has a duty to store its waste securely and dispose of its waste safely and legally:</p> <ul style="list-style-type: none"> • Use the correct disposal route for wastes such as hazardous chemicals, broken glass, electronic equipment etc. • Store any waste securely prior to disposal. • If you store any liquid waste outside a building it should be in a bund ('tray'). • Disposal of radioactive waste should be discussed with your site Radioactive Waste Advisor before disposal. • If you need to move waste around or between STFC sites obtain advice from the SHE group.
Controlling Pollution to Air, Land and Water	<p>STFC is required to control what we discharge to local sewers, local waterways or the atmosphere.</p> <p>If you need to discharge significant volumes of any chemical down a sink or drain or to atmosphere you should check with the local SHE Group that we have authorisation to do this.</p>
Environmental Risk Management	<p>Environmental issues and hazards should be included and considered alongside general Health and Safety hazards in undertaking a SHE Risk Assessment.</p> <p>Additional environmental issues which should be considered in any assessment include:</p> <ul style="list-style-type: none"> • What to do in the event of a spill; • Check for relevant discharge authorisations (see above) if you need to vent gases to air or discharge any liquid to a drain; • Maintain equipment to minimise any of these discharges; and • Should stored liquids be banded?

Key SHE responsibilities for managers responsible for those working in an office environment

SHE Code 1: Lone working

- Ensure that documented risk assessments consider the hazards arising from lone working.

SHE Code 5: Incident reporting and investigation

- Ensure that all incidents in their offices or where staff are working or travelling elsewhere on Council business are reported to the SHE Group as soon as is practicable and no later than 2 working days after the incident is identified.
- Conduct local investigations of any incident for whom they are the responsible manager within 2 weeks of the incident identifying the root cause(s) of an incident and actions to prevent a recurrence.
- Ensure all actions arising from incident investigations are satisfactorily completed in a timely manner.
- Inform Occupational Health professionals and SHE Group of any reported or suspected instances of occupational ill health for further investigation, for example DSE related ill health.

SHE Code 6: Risk assessment

- Undertake a risk assessments for all activities, existing and planned, within their office areas.
- Ensure that the controls detailed in the risk assessment are implemented and periodically monitored.
- Ensure that the risk assessments is communicated to all those working in the office.
- Review the documented risk assessment as a minimum every two years or when there is a significant change to the workplace.

SHE Code 8: Travel on council business

- Review the travel plans/risk assessments of their staff satisfying themselves of the health and safety of the proposed plans. Particular attention should be given to the travel plans of inexperienced travellers and lone travellers.
- Ensure those staff driving more than 3000 miles/year on Council business, in either personal or hire cars, attend defensive driving training
- Ensure those staff driving on council business understand and follow these rules:
 - Maximum driving period 2.5 hours, to be followed by a 15 minute break/stop out of the vehicle;
 - Where business travel takes place at the end of a working day the total working day including business travel (and breaks) should not exceed 12 hours;
 - The maximum continuous driving time, including breaks/stops, should not exceed 9 hours, or 400 miles, in one day;
 - Ensure that mobile phones, or mobile communication devices, hands free or otherwise are switched off when driving alone; and

- Business driving and breaks must be included in consideration of total weekly working hours.

SHE Code 10: SHE training

- Ensure all new starters, including people on secondment, trainees and temporary workers, receive mandatory STFC SHE Induction training.
- Undertake a local SHE induction for new starters, particular attention should be paid to young or inexperienced new starters. The STFC HR induction checklist includes relevant prompts to ensure that SHE matters are addressed during an individual's induction and should be retained in the individual's file as evidence of its completion.

SHE Code 12: Safe manual handling

- Where practicable avoid the need for employees to undertake manual handling and unavoidable ensure manual handling assessment is carried out as part of the general office risk assessment.

SHE Code 17: Portable electrical equipment

- Ensure all office electrical equipment, including equipment used at individuals homes, is made available to the annual site PAT testing programmes.
- Ensure staff are aware of their responsibilities with regards to the inspection of electrical equipment for faults prior to use.
- Ensure that all persons bringing electrical equipment into their offices are able to demonstrate that it has been PAT tested prior to use.

SHE Code 25: Display screen equipment (DSE)

- Ensure staff are aware of the need to undertake DSE training and complete a DSE self-assessment of their workstation, updating this when they move offices and for home workstations etc.
- Ensure staff take adequate breaks away from workstations and equipment to exercise eyes and body.
- Ensure that control measures identified through staff DSE self-assessments are implemented, purchasing where required relevant DSE equipment.

SHE Code 32: Fire safety management

- Ensure that all staff and those that they are responsible for (staff, students, visitors, tenants, agency staff etc.) understand the procedures to follow in the event of an emergency or fire and have attended relevant mandatory fire safety training.
- Ensure anyone with an impairment that affects their ability to evacuate a building/workplace promptly, is assessed for the need to establish a Personal Emergency Evacuation Plan (PEEP) and if appropriate put one in place.