City of BRADFORD METROPOLITAN DISTRICT COUNCIL

# Risk Assessment And Risk Management

## Health and Safety Procedure for Managers and Staff

**Issued by Occupational Safety Team**
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## 1. Introduction

Bradford Council is committed to fulfilling its obligations under Health and Safety legislation with regard to its work activities and also preventing accidents and ill health to employees, visitors, contractors or the general public.

It is important that adequate precautions are put in place to eliminate or reduce risks created at work. The law requires employers to make suitable and sufficient assessment of risks and introduce suitable control measures to control or reduce the risks as far as is reasonably practicable.

## 2. Purpose and Scope

This document aims to provide a suitable procedure for managers to follow in order to assess risks, make reasoned judgments on the appropriate action to address those risks, monitor their effectiveness and review of the process.

This procedure is designed to ensure that Bradford Council satisfies the requirements of health and safety legislation in relation to conducting risk assessments and introducing and monitoring control measures. It outlines how these objectives will be achieved. It applies to all managers and employees who may be carrying out operations on behalf of Bradford Council and those who may be affected by their work.

Effective risk management will:

- Reduce accidents and ill health.
- Reduce suffering due to work related injuries and ill health - employers have a moral, legal and economic duty to ensure the health and safety of their staff.
- Save on resources, as poor risk management, accidents and ill health are a significant cost to the Council.
- Provide a more effective service.

## 3. Health and Safety Legislation

The health and safety legislation governing this procedure is contained in, but not limited to, The Health and Safety at Work, etc. Act 1974; Management of Health and Safety at Work Regulations 1999 and Workplace (Health, Safety and Welfare) Regulations 1992.

Under these legislative requirements, employers and managers are required to:

- Carry out a “suitable and sufficient” assessment of the risks to both employees and other people who maybe affected by workplace hazards.

## 4. Risk Assessment Objectives

- Identify hazards with the potential to cause harm.
- Identify who is at risk.
- Evaluate the likelihood and seriousness of injury or ill health occurring.
- Appropriate control measures are defined and implemented successfully. Their effectiveness must be reviewed, i.e. ensuring the level of risk is reduced as low as is reasonably practicable.
- The risk assessments are well documented to enable managerial reporting, control, and review.

## 5. Responsibilities

Health and safety legislation and Bradford Council's Health and Safety at Work Policy, set out a framework for managing health and safety at work where the most important part is the positive management of risk. Complying with health and safety legislation is a legal requirement and failure to comply could leave the Council and managers vulnerable to prosecution. They impose duties on employers and employees as outlined below.

### 5.1 Directors, Assistant Directors and Senior Management Teams

Must give their full support to this procedure to ensure that all reasonably practicable measures are taken and appropriate resources are made available in respect of enhancing safety through effective management of risk.

### 5.2 Managers (including Supervisory staff)

Are expected to suitably manage risk in their departments, services and in particular they must:

- Conduct assessments of risk to employees and any others who may be affected by their working activities, e.g. clients, members of the public etc., and ensure that all relevant risk areas are addressed. Evaluate identified risks taking into account any special conditions or factors which may affect the level of risk.
- Within their area of control, ensure all control measures are implemented to eliminate and reduce identified risks.
- Provide clear information to employees on the hazards and risks that affect them, the controls in place, or yet to be implemented, and the importance of adhering to them at all times. This should be in a form that is most suitable for the staff it is intended for, e.g. safe systems of work, method statements, written handouts, toolbox talks, posters, signs, Braille, audio tape etc, or a combination of. This applies to all workers, regardless of whether they are employees, trainees, volunteers or contracted staff.
- Monitor the success of the control measures within their department, service or team.
- Establish a system to ensure that risk assessments are reviewed at least annually, or more often if there is a significant change, following an incident or prior to the start of work or process, to ensure they remain valid and up-to-date.
- Share information with other managers or services within the Council, especially where the risks identified in the risk assessment may affect others from that service, or as a means to share good practice.

### 5.3 Employees

Are expected to familiarise themselves with this procedure, comply with it and ensure they put safe methods of work into practice at all times. Employees are expected to work in a safe and competent manner following the control measures which have been put into place to protect their health and safety at work. This may include attending training sessions and putting that training into practice. As always, employees must notify management of any potential hazards, hazardous situations or causes for concern which they believe could be a serious or immediate danger.

### 5.4 Occupational Safety Team

Monitor the success of risk management within the Council and update the contents of this procedure; will also recommend amendments to procedures, systems, documentation, or control measures as required. They will take reasonable steps to ensure risk assessments are conducted in line with this procedure including assisting in identifying appropriately qualified persons/organisations to conduct risk assessments where competencies are not present.

## 6. Review of this Procedure

This procedure will be formally reviewed and updated every two years by the Occupational Safety Team, or earlier if it is deemed appropriate.

## 7. Definitions

For the purposes of this procedure the following definitions apply:

**7.1 Risk Assessment** – is simply a careful examination of what, in work, activity, premise, workplace, groups or individuals could cause harm; so that management can weigh up whether they have taken enough precautions or need to do more to prevent harm.
A process that helps managers make decisions that are informed, rational and structured that will manage risks, and taking action that is proportionate to the risks identified.

**7.2 Hazard** - is something that has the potential to cause harm (physical, chemical, biological, organisational, environmental, psycho-social). This may include workplace equipment, substances, plant or machines, methods of work, the working environment, person(s) or other aspects of work organisation.

**7.3 Risk -** is the likelihood of harm arising from a hazard being realised (accident, injury, ill health or property damage etc.). Sometimes it is termed as - remote, possible, probable, highly likely, and imminent, or simply as low, medium or high.

The extent of the risk depends on:

- The chance of something going wrong, and its severity (impact).
- The population which might be affected by the hazard (i.e. the number of people, whether employees, or others, that might be exposed).

**7.4 Risk Rating** – provides a level of risk based on a calculation of occurrence and severity of outcome. It is there to help determine the priorities for further action. It is based on the likelihood of an injury, ill health or damage occurring from a hazard and the seriousness of the outcome. Higher the risk rating number, higher the risk.

## 8. Risk Assessment Process and Key Stages

### 8.1 Who should carry out a Risk Assessment?

The best results are usually obtained by involving more than one person in the assessment process. It is important that the completion of risk assessments is led by managers and carried out in conjunction with those who are familiar with, and have the appropriate skills and knowledge of, the activities in question.

### 8.2 Key Tasks and Activities

Firstly compile a list of the tasks and activities undertaken within the service, department etc. and consider where these take place and any equipment or materials used. For the purposes of recording and retrieving the information it may be helpful to group them by area or type of activity, e.g. cleaning, technical, administration, etc.
Decide which assessments will be generic (overarching) and those which will be specific or complex, this helps prioritise the assessment work. It is a good idea to break specific or complex tasks or activities down in to manageable chunks and seem less overwhelming.

### 8.3 Identify the Hazards

For each element/activity on the list; identify significant hazards that could cause injury either to the employee or other people. Take care to focus on the main issues and avoid trivia. Remember to consider the various types of hazards including those associated with the physical environment, work practices, activities, human / psychological hazards, chemical, fire, biological or electrical hazards.

### 8.4 Decide who may be harmed and how

Identify the persons and or groups who may be affected by the hazard. It may be the case that different persons or groups will be affected at different parts of the task /activity.

### 8.5 Existing control measures

Identify what control measures are already in place and that they suitably control and minimise risk. The subtitles list below in **Control Measures** will help identify what control measures will help.

### 8.6 Evaluate level of risk for each hazard identified

Individual hazards need to be evaluated to determine the level and seriousness of risk taking into account any existing precautions control measures in place and their effectiveness. The risk rating number (RRN) calculation system shows how to calculate numerically the level of the risk.

### 8.7 Decide what else needs to be done to minimise the risk

It is important to consider if additional control measures are required, especially where risks are identified as **high** or **medium**. Where further actions are required, they must be recorded on the assessment form. The risk rating number system will help determine priorities for further action.
When the corrective action has been taken, the risk rating should be re- calculated to ensure the risk is now “as low as is reasonably practicable,” (residual risk rating).

### 8.8 Record the Assessment

It is a statutory requirement to record risk assessments but there is no mandatory format under legislation. Bradford Council has created an electronic Risk Assessment template for recording risk assessments. There are other suitable risk assessment templates which are service specific, or bespoke to an activity/task, or covered by separate health and safety legislation; DSE (computers), Manual Handling, Stress and Confined spaces, as examples and would be best recorded in a different format altogether.

Suitable records of risk assessments must be held by the relevant department or service manager who will ensure they are freely accessible to employees at all times. Risk assessments should be held for five years and be available for inspection at any time. Some may be required to be held for longer e.g. environmental or child related.
Risk Assessments that are no longer in use should be archived separately but be available

for reference by Occupational Safety Team, managers, Health and Safety Executive (HSE) inspectors and union safety representatives, or in the event of a personal injury claim.

## 9. Control Measures - Reducing the Risk

Control measures are things done to either eliminate or control the risks to health and safety and should not cause or create another hazard or make matters worse.
There is a recognised priority of risk control and the correct order starts from 9.1 below.

### 9.1 Elimination/Substitution

Stop the task if it is considered too unsafe to continue, or eliminate the hazard at the design or planning stage. Is there is a different way of doing the task which would be a lower risk?

### 9.2 Isolation/Containment

Keep people away from the hazard.
For example, plant/machinery is being used in a public place and a risk is that public gaining unauthorised access to dangerous parts of it. By putting up barriers or warning signs around the work area, the risk level would be reduced, because people would be made aware of the danger and be prevented access to it by the physical barrier.

### 9.3 Engineering Controls

Make the task safer by design.
For example, the hazard might be evacuating people with mobility problems in the event of an emergency. The solution could be fitting a ramp to the fire exit instead of steps, reducing the risk of falling.

### 9.4 Administrative Controls

Limit the time that employees are exposed to the risk.
For example, the hazards might be repetitive moving and handling of loads, or noisy equipment or vibratory tools; where over exposure can lead to fatigue, strain sprain injuries, noise induced hearing loss or circulation problems. By using a combination of administrative controls and limiting the time actually handling loads or working with noisy or vibratory equipment including breaks, changes of activity can also reduce the risk and allow recovery.

### 9.5 Personal Protective Equipment (PPE)

PPE should only be used as a last resort and only after all of the above have been considered and judged unsuitable, as they do not control or reduce the risk to a suitable level.

### 9.6 Communication

Risk assessment findings must be communicated to all those directly or indirectly involved. In particular, the nature of the risk and control measures must be understood. This can be done in a number of ways including job training, written procedures, instructions, and tool-box talks, safety signage or via information notices for the general public for example. They also need to be made aware of where to find the risk assessments should they need to refer to them, and have reasonable access to them.

Where other groups of employees work in the same building, or site, and may be affected by the identified risks, they will also need to be informed of the risk assessment findings. Risk assessments should be kept together in an auditable format, so they can be easily

shared with others, e.g. a hard copy in a folder or in electronic format on a shared resource.

### 9.7 Monitoring

When control measures have been put into place to reduce risks, their effectiveness must be checked to make sure that they are working.
Feedback from employees and others, as well as observing work taking place are very effective ways of checking that control measures are working. Managers must encourage employees to feed back any problems with control measures or procedures, so that this can be dealt with in a timely manner.

### 9.8 Review

It is important to ensure that all risk assessments remain valid and effective, hence assessments should be reviewed at least annually as a minimum or:

- whenever there is a significant change in conditions
- when new working practices or equipment are introduced
- following the planning stage of proposed complex or bespoke work
- after an accident as part of the investigation process
- if is believed to be no longer valid.

As part of the review each hazard and risk needs to be reconsidered, to identify if it is still suitable and sufficient, the existing controls or procedures put into place are working and that the risk is reduced to the lowest level practicable. This may also offer an opportunity to identify any new hazards or risks.

Any new hazards should be added to the risk assessment as soon as they are identified along with any existing or new control measures. Do not wait until the next review is due to add them to the assessment.

Any review, changes or amendments to risk assessments need to be signed and dated. It may be appropriate to transfer the information onto a new form if a lot of amending is required or if the changes cause the information to be unclear or confusing to the reader.

## 10. “One Off” Risk Assessments

Tasks or activities requiring “One Off Risk Assessment” may be categorised as follows:

- Work not undertaken before or routine tasks at a different location which gives rise to additional hazards / risks.
- A single event or task or activity or seasonal events.
- Special events or activities not already covered by existing assessments.

These assessments will still need to be recorded in a suitable manner, control measures implemented, findings disseminated and reviewed in the same way as described above.

## Appendix A - Completing the Risk Assessment Template

The following information will help to complete the various sections of the risk assessment template.

**Note: -** The risk assessment template works best if completed electronically, it can be used as a paper version, but is not recommended. The various boxes within each table will expand to fit the text inputted. Also it is easy to create additional rows to suit the number of hazards identified. This can be done by positioning the cursor in the last box of the last row of the table in Part B then pressing the tab key. As an alternative, position the cursor just to right side of any row in part B and pressing the return key a new row will be added to the table.

## Part A

**Department / Service** – Enter the name of the Department or Service the assessment belongs.

**Assessor or persons assisting with the assessment** – Name all the persons who are involved in the assessment.

**Date** – Enter the date or dates of the assessment.

**Task / Activity –** Describe the task or activity, as this offers details of what is taking place. Including how the long the task will take and or how many times it occurs will offer an insight of the exposure to the risks.

The remainder of **Part A** lists the persons or groups who may be at risk and how to calculate the risk rating and residual risk rating numbers, which will be helpful when completing **Part B**.

## Part B

### What are the hazards? - What could happen?

Identify all the hazards associated with the activity or task, for example, working at height, manual handling of loads, fall to a depth, slip trip falls, mechanical failure of machinery, untrained /unauthorised operators, etc.
For each identified hazard, state what might go wrong and its severity, for example, minor injuries, strains sprains, property damage or loss, major injuries, environmental damage, serious /fatal injuries or total loss.
There could be more than one outcome or even a range of losses arising from a hazard, minor to major injuries and property damage as examples.

### Affected persons or groups

Identify all the persons or groups (list in part A) who may be affected by each hazard. It is possible that different persons/groups will be affected by different hazards or aspects within the same task or activity.

### What are the existing control measures?

Identify all the existing controls that are in place. For example, staff training; maintenance regimes, safe systems of work; permits to works systems; mechanical assistance; inspection and testing; time limited exposure, planned breaks; shift patterns; fall arrest, fall prevention; supervision. Using a pellet product instead of a powder substance, etc.

## Risk Rating

Using the calculation identified below (**Table A, or Part A** of the risk assessment template), the level of risk for each hazard can be calculated.

It is understood this method can be subjective; however reference to accident / incident reports, local expertise, and taking into account the number of people involved, how often an activity is undertaken, the effectiveness of existing control measures will help to provide a foundation upon which to evaluate the risk.

## Calculation

[**Likelihood** of Hazard causing harm] X [**Severity** of harm that could be inflicted] =**RRN (Table B)**

**Table A**

| Likelihood | Score | Outcome / Severity | Score |
|---|---|---|---|
| Very unlikely | 1 | Low – Minimal injury | 1 |
| Remotely Possible | 2 | Slight - Minor Injuries treated on site | 2 |
| Possible | 3 | Moderate - Injury / Illness requiring hospitalisation - off work over 7 days (RIDDOR) | 3 |
| Probable | 4 | High – Very serious / Life threatening injuries or property damage | 4 |
| Very likely | 5 | Very High - Fatal /Multiple fatalities – Significant or total property loss | 5 |
| Any combination of likelihood and outcome/severity scores can be multiplied together to calculate a risk rating<br>**e.g. likelihood (2) X outcome/severity (4) = 8 (medium risk)** | | | |

This scoring system is intended to provide guidance on the level of risk and to help determine the order in which action is taken. Where frequent minor injuries or near misses are identified, may indicate a more serious underlying problem and further action required to resolve.

**Table B - RRN**

| | | |
|---|---|---|
| **RRN 6 or less** | **=** | **Low Risk** – control measure in place and further action unlikely |
| **RRN between 8 and 10** | **=** | **Medium Risk** - additional control measures maybe needed |
| **RRN more than 10** | **=** | **High Risk** - Inadequate controls, urgent remedial action required |

## Further action required to eliminate or reduce the risk.

Considering the level of risk, are the existing control measures enough to either eliminate the risk or reduce it as far as is reasonably practicable? If no, then additional controls will be required and implemented. These details will need to be entered here, identifying who is responsible for implementing and monitoring it and the date.

## Residual risk rating

Where additional controls are required the residual risk will need to be considered. By using the RRN formulae the residual risk can be calculated. If these additional controls do not safely manage the risk, then consideration must be given to whether it is reasonably safe to carry on with the activity or task.

# Part C

## Cross references to other risk assessments and or safe working instructions

It is good practice to identify any other risk assessments which may be related to the task or activity, including any relevant safe systems of work. This ensures that all the relevant documents are identified and made available to the user(s), preventing assessments being read in isolation. This is especially true when a complex task is being assessed and or planned, as there could be a number of assessments and safe systems for the work.

## Name and Sign

When the assessment is complete it should be signed by the assessor to say that all identified actions have been implemented.

## Date

The date when the assessment was signed.

## Review

Before work starts, it is important to consider the content on this risk assessment to ensure it still valid.
For example, have there been any significant changes since the assessment was written; any additions or omissions not identified on the assessment? Are there any additional hazards or risks not previously known?
Any changes required must be recorded and or action taken, including if the activity or task needs to be stopped as the assessment is no longer valid or it is deemed unsafe to carry on.

## Reviewer Name & Date

The person carrying out the review of the risk assessment must enter their name and date here.

## Notes of the review

Brief notes are recorded here to offer an indication of what changes, additions or deletions have taken place; where the actual change details would be found in the main sections of Part B.
As a number of reviews take place, it will show how the assessment has evolved and remained “live.”