



RISK ASSESSMENT AND RISK MANAGEMENT

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INTRODUCTION

Staff should be aware of the differences in the term, “risk” as applied to health and safety or, business risk, as described in Appendix VII.

The Natural Environment Research Council is committed to achieving and maintaining the highest possible standards of health and safety for all staff, visitors and others who may be affected by our operations and activities, wherever we may be working. This will be accomplished by:

- the identification of hazards which may threaten health and safety
- identifying the people who are likely to be exposed to the hazards
- the evaluation of the significant risks to which staff, visitors and others are exposed
- recognising the likelihood of a foreseeable accident, injury or near miss occurring
- selecting realistic and practical precautions and control measures.

The main aim of the Risk Assessment process is to prioritise health and safety effort. Risks identified must be eliminated or controlled, a process called Risk management. Having identified the risk management needed for a task or process, a Safe System of Work defines how the job must be done to ensure the health and safety of staff. Risk assessment is the core of risk management systems.

Risk Assessments will be carried out before new tasks are started. They will be reviewed periodically as a check on their continuing validity and our performance in managing safety. These checks will look into the buildings we occupy, the equipment we use and the systems of work we employ.

Risk Assessments will be conducted by members of staff who are trained and competent in this process, but it is essential that everyone participates, co-operates and contributes skill and knowledge to make it a success.

All accidents, incidents and near misses, must be entered in the local Accident Book.

The HSE-defined 5 steps to Risk Assessment are:

- Look for the hazards
- Decide who might be harmed, and how
- Evaluate the risks arising from the hazards and decide whether existing precautions are adequate or more should be done
- Record your findings
- Review your assessment from time to time and revise if necessary

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NOTE:

A general requirement for risk assessments is made in the **Management of Health & Safety at Work Regulations (1999)**; specific requirements for risk assessment are made in other Regulations as below:

NERC PROCEDURE	REGULATION
Safe Lifting, Handling and Moving of Loads	Manual Handling Operations Regulations (1992)
Control of Substances Hazardous to Health	Control of Substances Hazardous to Health Regulations (COSHH) (1999)
Personal Protective Equipment	Personal Protective Equipment at Work Regulations (1992)
Use of Display Screen Equipment	Health and Safety (Display Screen Equipment) Regulations (1992)
High Potential Risk Groups in Risk Assessment	Management of Health and Safety at Work Regulations (1999)
Use and Maintenance of Work Equipment	Provision and Use of Work Equipment Regulations (1998)
Control of Asbestos	Control of Asbestos at Work Regulations (1987) – under review; new version due 2001
Control of Noise	Noise at Work Regulations (1989)
Fire Precautions	Fire Precautions (Workplaces) Regulations (1997) Regulatory Reform (Fire Safety) Order w.e.f.1/4/06
Entry into Confined Spaces	Confined Spaces Regulations (1997)

Significant changes in this version:

- **Simplified risk assessment documentation**
- **Reference to business risk and corporate risk management strategy**

OPERATIONAL PROCEDURE

It is the responsibility of management to carry out risk assessment, risk management and the development of Safe Systems of Work (SSW). Whilst the Safety Advisers can, and will, provide assistance, they should not carry out the risk assessment. Detailed advice on how to conduct a Risk assessments and the step to Safe Systems of Work can be found in Appendix II. Forms can be found in Appendix III.

Management must:

- Identify who is going to act as co-ordinator for carrying out the assessments of a particular section, activity or operation.
- List the type of premises and the sorts of tasks being carried out.
- Carry out a "walk through" assessment to identify the key tasks.
- Identify the tasks/equipment/processes that present a hazard.
- Identify the significant hazards that give rise to reasonably foreseeable risks.
- Make a qualified judgement on the evidence available, of the likelihood of any harm being realised by the hazard.
- Quantify the risk of injury or other loss, i.e. carry out the risk assessment.
- Once the risks have been quantified record your findings.
- Prioritise the actions identified from the risk assessment.
- Decide how adequate current control measures are.
- Identify what needs to be done to eliminate the risk or to substantially reduce it, i.e. risk control/management. What additional control measures, if any, are required?
- What instructions/arrangements are needed to ensure safe working, i.e. write a Safe System of Work
- Prepare a timetable for putting any additional control measures required in place.
- Check that all the records of the assessments accurately document what has been identified.
- Identify key managers and other organisational arrangements, and make such information available to all staff, especially when large or complex projects are involved. This is particularly important when staff from more than one group are involved or when collaborating with organisations outside the Research Council
- Consider the applicability of the Corporate Risk Management Strategy to the project.

Authorisation and Recording of actions:

- "Sign-off" and authorise the assessment.

Encourage and monitor feedback:

- Monitor the assessment and the control measures.
- Carry out regular checks and inspections to ensure that the assessment is still valid.
- Record when assessment is reviewed

Information on the assessment should be passed to those affected by the risks identified.

ROLES AND RESPONSIBILITIES

Director of Research Centre: The overall responsibility for Health & Safety across all operations is with the Director. He/she is responsible for:

- the development of adequate and appropriate mechanisms to support line managers in discharging their health and safety responsibilities.
- ensuring that risk assessments are completed
- ensuring proper auditing of the risk assessment process
- ensuring proper procedures to guarantee the competence of those discharging H&S responsibilities.
- Ensuring that complex high risk or activities subject to the Impact Rating Scale in Annex 4 of the NERC Risk Management strategy are included in the Business risk Register – following the criteria published for Business risk.

Site Director/ Head of Administration /Science Director: The management arrangements for ensuring that all tasks/equipment/processes are covered by risk assessments, are assessed for risk control/management and that Safe Systems of Work are generated where appropriate are the responsibility of the Site Director. For single site Research Centres, the Director may delegate responsibility for day-to-day management to appropriate senior manager(s). Ensuring where there are residual high risks in any activity senior managers are advised of the situation for possible further action in accordance with the NERC Project H&S Management procedure No 5

Division/ Section/ Group/ Unit heads: have a key role in ensuring:

- that risk assessments are completed for all tasks within the scope of their areas of management
- that risk assessments are authorised and duly "signed off"
- that significant risks identified in the risk assessment are given priority
- that risk assessments are reviewed on an annual basis or when significant changes in techniques, personnel or location take place.
- Project leaders are responsible for ensuring that all personnel who are working on particular tasks or groups of tasks are aware of the risk assessment for that activity.

Competent persons:

Risk Assessors: can be managers at all levels or other suitably competent staff appointed to assist line managers in discharging their responsibilities. Risk assessors who are not senior or line managers carry no legal responsibility additional to that of any other member of staff for the outcomes of their assessments.

That is, assistance can be sought but responsibility cannot be "delegated" down the management line.

Risk assessors will:

- attend the ½ day NERC risk management training course, or a comparable course and keep up to date with developments in risk management
- formally record the risk assessment
- assess significant risks arising from the foreseeable hazards inherent in the work activities.
- recommend appropriate control measures to the manager responsible, in order to reduce or eliminate the risks identified - according to a schedule of priorities which deals with the high risk concerns first.

- monitor the effectiveness of risk control measures
- where there is reason to suspect either that the original findings of the assessments are no longer valid or that the control measures are not achieving the desired results, re-initiate the risk assessment
- recommend appropriate additional or alternative control measures to the line manager responsible.
- review the risk assessments when there has been significant changes to the work operations or staff conducting the tasks (see NERC Procedure on High Potential Risk Groups) - record findings and recommend appropriate additional or alternative control measures to the line manager responsible.
- review the risk assessments on an agreed regular basis and monitor the effectiveness of the specified control measures, recommending actions as appropriate to the manager responsible.

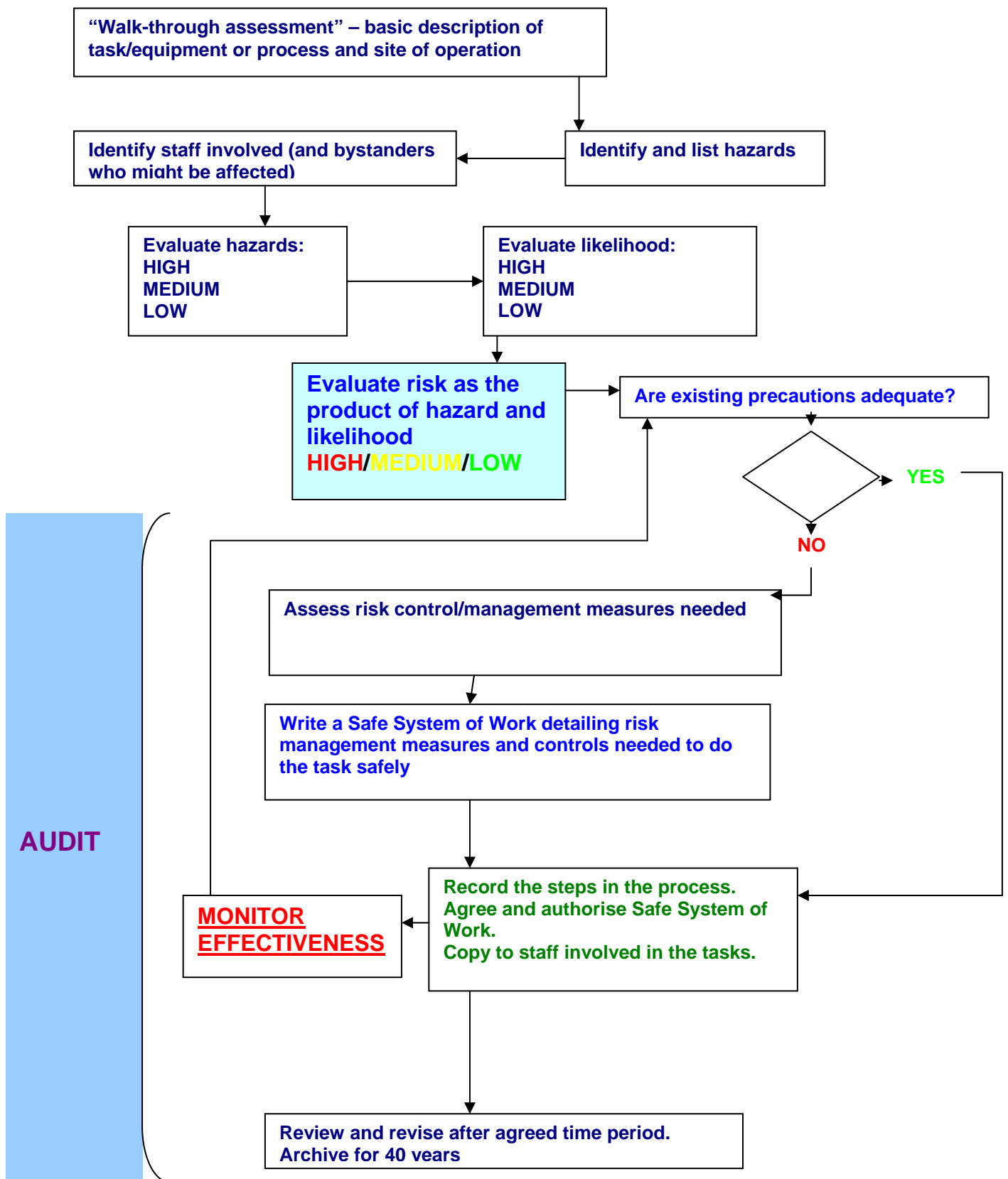
Health and Safety Advisers: are not responsible for carrying out risk assessments. The Health and Safety Advisers will:

- assist in carrying out risk assessments and where required will recommend suitable preventative and protective risk control measures
- monitor and advise on the overall degree of compliance with statutory provisions concerning risk assessments

Staff: Employees' duties under Section 7 of the Health and Safety at Work etc. Act (1974) include co-operating with NERC management to enable NERC, as the employer, to comply with statutory duties for Health and Safety. These employee duties include:

- assisting in the carrying out of the risk assessment process
- adhering to any procedures identified to reduce the risks of an activity or task
- informing their line manager of any shortcomings in the protection arrangements for health and safety

Risk assessment and risk management – SYSTEM DIAGRAM



WHAT MIGHT GO WRONG? – probable sources of system and individual failure

Risk assessment is the core of risk management systems – the following are examples of what can go wrong if risks are not properly managed.

CAUSES OF ACCIDENTS IN THE UK 2003/04

1. Fatal Injuries

There were 235 fatal injuries to employees at work:

- 29% were caused by falls from a height
- 19% resulted from employees being struck by a moving vehicle
- 12% resulted from employees being struck by a moving or falling object
- 9% drowning or asphyxiation (Morecambe Bay incident)
- 3% trapped by something overturning or collapsing

Falls from height continue to be the most common cause of fatal injuries to employees.

2. Non-Fatal Major Injuries

There were 30,666 non-fatal major injuries to employees:

- 38% were as a result of slips, trips and falls on the same level
- 13% were caused by falls from a height
- 13% resulted from employees being struck by a moving or falling object
- 14% resulted from employees being injured while handling, lifting or carrying

3. Over-3-day Injuries

There were 129,143 over-3-day injuries to employees:

- 41% were injuries sustained whilst handling, lifting or carrying
- 24% were caused by slips, trips or falls on the same level
- 11% resulted from employees being struck by a moving or falling object
- 4% struck by something fixed or stationary

Reference Health and Safety Statistics 2003/04 HSC

Management:

The “Piper-Alpha syndrome”: The system is perfect in theory but everyone is operating it simply to conform with the law. There is no safety culture because there is no ownership of or commitment to the safety systems. **Remedy** – continuing management commitment, leadership by example, involvement of staff in the assessment and operation of safety systems.

Failure to identify hazards: inadequate coverage of tasks, equipment or processes on sites **Remedy** – Monitor Section/Group leaders with regular inspection

Underestimate of risk: The tendency to minimise perception of risk in order to get the job done. **Remedy** – Monitor effectiveness of control measures. Openness of mind in risk assessment. Health & safety comes first before convenience, cost or getting the job done.

Overestimate of staff capabilities: Commonly high potential risk groups. **Remedy** – See NERC Procedure Number 9: High Potential Risk Groups

Poor quality risk assessment: **Remedy** – Better training and supervision of risk assessors. Improved attitudes of risk assessors through more effective involvement of line management.

Staff:

Failure to comply with Safe Systems of Work ... cutting corners to get the job done. Remedy – The message is “the apparent short-term saving of time could be very expensive in injury time”. In extreme cases, it is a disciplinary offence in NERC if safety instructions are not followed.

HSE have identified the following common pitfalls in risk assessment:

- Carrying out a risk assessment to attempt to justify a decision that has already been made
- Using a generic assessment when a site-specific assessment is needed
- Only considering the risk from one activity
- Dividing the time spent on the hazardous activity between several individuals
- Failing to involve a team of people or employees with practical knowledge
- Ineffective use of consultants
- Failure to identify all hazards associated with a particular activity
- No consideration of the principle of reducing risks to as low as reasonably practicable taken
- Inappropriate use of cost benefit analysis
- Not doing anything with the results of the assessment
- Not linking hazards with the risk controls

MAKE SURE THE MESSAGE IS CONVINCING, CONSISTENT AND ENFORCED

MANAGEMENT, MONITORING AND AUDITING

Management:

The management of risk requires:

- Clear lines of responsibility
- The setting of priorities and goals
- Commitment to provide facilities and equipment required for safety
- Provision of accredited training where a need is identified
- Documentary evidence that tasks have been identified and assessed for risk of personal injury
- Written Safe Systems of Work for all tasks involving significant risk
- Signed agreements between management and staff to work to the project safety plan
- Records of the agreements and agreed dates of revision
- Agreed monitoring and auditing systems
- Provision for staff feedback and whistleblowing

Monitoring:

The monitoring of risk control requires:

- Documentation of the management system
- Written records of the process of production of Safe Systems of Work
- Documentation of management follow-up after introduction of such systems
- The recording of incidents, injuries, and near misses
- The recording of occupational health issues
- Documentation of actions taken as a result of follow-up and accident reporting
- Assessment of safety attitudes amongst staff
- Documentation of training undertaken
- Maintenance of equipment

Auditing:

The auditing of risk control requires:

- Checking that the above documentation is in place
- Certifying that training is adequate and accredited
- Assessing management and staff attitudes by interview
- Comparing attitudes with observed behaviour
- Assessing the effectiveness of, and level of compliance with, Safe Systems of Work
- Checking compliance with legal standards

APPENDIX I: THE MANAGEMENT OF HEALTH AND SAFETY AT WORK REGULATIONS (1999) - Summary

The Management of Health and Safety at Work Regulations originally came into force in 1992. These have since been amended four times and reissued as **The Management of Health and Safety at Work Regulations (1999)**. HSE have revised and published a new Approved Code of Practice (ACOP) in March 2000. "Management of Health and Safety at Work - Approved Code of Practice and Guidance".

The ACOP outlines the general principles and purpose of risk assessment. There is a legal requirement for NERC to assess the risks to staff and others affected by our operations. This Procedure reflects the changes and revisions in the ACOP and gives advice on the practical steps needed to carry out risk assessments. Because of the vast range of activities that NERC is involved in, some of these steps may not apply to the particular tasks being assessed.

RISK MANAGEMENT PROCEDURES - PRACTICAL STEPS FOR EFFECTIVE RISK ASSESSMENT

RISK ASSESSMENT GUIDANCE

INTRODUCTION

The concept of risk assessment requires NERC to take reasonably practicable precautions to safeguard staff and everyone else who may be affected by our operations. The risk assessment should be based on a balanced judgement of the extent and realisation of the risk against time, trouble and cost of the steps required to remove or reduce it. If the cost is grossly disproportionate, then NERC is entitled to say that the steps proposed are not reasonably practicable - this judgement should be documented to show what information the decision was based on and the reasons why the decision was made.

The Law

The **Management of Health and Safety at Work Regulations (1999)** require NERC to make a "suitable and sufficient" assessment of:

- (i) the risks to the health and safety of employees whilst they are at work
- (ii) the risks to the health and safety of contractors, members of the public, visiting scientists, and casual staff who may be affected by the employer's activities.

The Regulations also require the assessment to be reviewed regularly and the significant findings of the assessment to be recorded.

The duties of the Regulations overlap with other regulations because of their wide-ranging nature. Where duties overlap, compliance with more specific regulation will normally be sufficient to comply with the corresponding duty in the Management Regulations. For example the **Control of Substances Hazardous to Health Regulations (COSHH) (2002)** require NERC to assess the risks from exposure to substances hazardous to health. An assessment made for the purposes of COSHH will not need to be repeated for the purpose of the Management Regulations. Examples of other regulations that require specific risk assessments are given on page 2 of this Procedure.

Principle of Risk Assessment

The assessment is not a form filling exercise, but a way of identifying what NERC needs to do to comply with the requirements of the statutory regulations. Risk assessment is based on two guiding principles.

Reasonably Practicable - a balanced judgement about measures required to control risk against the time, trouble and cost of their implementation. If the cost is grossly disproportionate then the steps may not be reasonably practicable, however this does not mean that the situation may now be ignored. An alternative risk control measure must be considered.

Reasonably Foreseeable - predictive assessment both of normal and foreseeably abnormal working conditions which result in accident or loss.

A risk assessment must involve identifying the hazards associated with work tasks arising out of NERC operations and evaluating the extent of the risks involved, taking into account the existing precautions and their effectiveness.

It is important to distinguish between hazard and risk. These are defined in the ACOP:

- (a) a **hazard** is something with the potential to cause harm (these can include chemicals, electricity, working from ladders, plant or machines).
- (b) a **risk** is the likelihood of the potential harm from the hazard being realised. The extent of the risk depends on:
 - (i) the likelihood of that harm occurring
 - (ii) the potential severity of that harm eg serious accident or adverse health effect
 - (iii) the number of people who may be affected.

Practical Steps for Effective Risk Assessment:

1. Walk Through Assessment

A “walk through” exercise is vital in identifying the key tasks and concerns associated with any area or project. The “walk through” can be:

- an actual walk-through an area, drawing up an inventory of hazards to health and safety.
- a “desk top exercise”, identifying the key tasks that are undertaken
- a “brainstorming” session with managers and staff contributing to descriptions of what is going on and where.

This part of the process **must** include discussing the hazards with the staff involved. Beware of being distracted by trivia, eg opening doors, paper cuts etc, and the risks arising from routine activities associated with life in general eg standing up and sitting down, coffee spills etc.

“Walk throughs” are designed to establish initial priorities - the identification of significant risks and the prioritisation of what needs to be done to ensure these are adequately controlled.

2. Task Identification

List the type of premises and the sort of tasks being carried out, including occasional and non-routine tasks.

Use a basic understanding of the structure of your site, what activities you are involved in and where they are carried out. This does not have to be perfect, because inspections, “walk throughs” and discussions with staff and managers will identify missed activities and tasks during the assessment process. **It is important to try to anticipate future tasks.** Assessments in each area should ideally be conducted by a group, rather than by individuals. The “Risk Assessor” should be suitably trained and work with the line manager responsible for the area under consideration. The “Risk Assessment” Group can include staff, health and safety representatives and the H&S Adviser

It will help to avoid confusion to split down the tasks into logical “chunks” relating to either specific buildings, offices, laboratories, particular plant or machinery, rather than attempting to cover everything in a single assessment. (Trying to deal with everything at once may only lead to confusion).

Use the form in **Appendix III** if you feel it is helpful.

http://www.nerc.ac.uk/about/work/policy/safety/documents/form_risk_assessment.doc

3. Hazard Identification

Having identified the main tasks, ideally by group effort we can probably eliminate some of them without further consideration, since there will be either no significant hazard or no “real world” likelihood of exposure to the hazards. For the remaining tasks however we should now start to identify the significant hazards which might be expected to arise and to attempt to quantify the level of harm which might arise from the hazard. The hazards could be associated with:

- Machinery
- Equipment
- Tools
- Physical aspects of plant and premises
- Organisational procedures
- Job design
- Chemical/biological hazards
- Ergonomic problems
- Hazards to and from others involved eg members of the public, visiting scientists, contractors.

The recommended **hazard** rating scale for the consequence of the hazard being realised is:

High (score 3) (H)
Hazard capable of resulting in death, severe injury, illness or major loss (equipment or buildings)
Medium (score 2) (M)
Hazard capable of resulting in injury/ illness requiring absence from work or equipment damage
Low (score 1) (L)
Hazard resulting in minor injury requiring first aid treatment. Minor consequential loss

4. Evaluating Likelihood

It is far more difficult to estimate the likelihood of harm arising from a hazard than evaluating the hazard. The most common rating system requires a subjective judgement based on all the information available. There are far more potential variables than for hazard:

- Who is doing the task?
- What kind of relevant training and supervision do they have?
- How many people are doing the work?
- How many times is the task performed?
- For how long?
- What existing controls are in place?

- Do the controls work?
- Are the controls adhered to?
- Is there evidence of accidents or near misses?

The recommended likelihood rating scale is:

High (score 3) (H)
Likely to occur imminently - hazard exists permanently - eg fire
Medium (score 2) (M)
Likely to occur in time - hazard exists intermittently or the hazardous operation occurs occasionally
Low (score 1) (L)
May occur in time - hazard exists infrequently and there is a low expectation of occurrence.

5. Quantifying the risk of injury or other loss

Rating of the severity of the hazard against the likelihood of its occurrence is the key part of risk assessment. **Risk is the product of the hazard and likelihood scores.** Do not be beguiled by the numbers used in the risk rating system. Important though they are, they do not mean anything on their own - it is the information and evidence gathered during the course of the process that matter. The **numbers are an easy way of prioritising the actions required** to control the risks identified. The possible **risk scores** are tabulated below:

RISK = HAZARD SCORE X LIKELIHOOD SCORE	HAZARD LOW (1)	HAZARD MEDIUM (2)	HAZARD HIGH (3)
LIKELIHOOD HIGH (3)	3 MEDIUM	6 HIGH	9 HIGH
LIKELIHOOD MEDIUM (2)	2 LOW	4 MEDIUM	6 HIGH
LIKELIHOOD LOW (1)	1 LOW	2 LOW	3 MEDIUM

6. Prioritising Actions

The “walk through” has now categorised risks as High, Medium or Low. No further action is required where low risks are identified, high risks must be reduced to a level that is acceptable and medium risks should be further considered to determine if further action is required

High Risk	-	Top priority
Medium Risk	-	Lesser priority
Low Risk	-	Lowest priority

A risk assessment form is included in Appendix III. The highest risk identified should be addressed as top priority. Identify what practical and effective control measures can be put in place.

This deals with the priorities in greater detail than in the “walk through” and introduces control measures in order to establish Safe systems of Work. The column containing the control measures in place or to be implemented will in many cases be all that is required in the development of a safe system of work as long as no high risk activities remain

Principles of Risk Control

7.1. Decide how adequate current procedures are to control risks.

Once the risk rating has been set, identify the adequacy of the control measures in place, in many cases, the existing control measures that are in place will be adequate.

7.2. What can be done to eliminate the risk altogether or substantially reduce it.

- Eliminate hazardous source
- Reduce hazardous source
- Remove person from hazard
- Contain hazard by enclosure
- Reduce employee exposure
- Change the way the work is done
- Use of PPE

8. Put the control measures identified in place.

Once it has been decided what to do, take action and do it, addressing the highest risks identified first of all. This is the crucial part of a Risk Management Policy. It may be helpful to log each action and agree who is responsible. Where there are budget implications, cost various options and report back. Time-scales must be agreed for the necessary actions to be completed.

9. Record findings

Using the Assessment Form in Appendix III, record all the findings of the assessment, including a review date. This will now tend to be an electronic version under the NERC Electronic Record Management System (ERMS), however the form referred to in paragraph 10 and shown in Appendix III below remains at this time, a hard copy. Use the assessment to ensure that control measures are put in place.

Include any notes, diagrams and other references that help to show how the risk assessment evaluation was achieved. NERC is likely to face increased scrutiny from regulatory agencies, the HSE and EA, and pressures from collaborators to show we have a robust risk management process - the first question asked will be: “Have you done a risk assessment?”

If any part remains as a “high risk” the work must not proceed without authority from senior management. Staff must not be forced to carry out such work against their will. High risk activities may be required to be included in the corporate risk register and will likely involve project management procedure no: 5.

10. Signing and Authorisation

Make sure the SSW form in appendix III is signed to establish responsibility. Managers must decide on and approve of the actions taken; staff must be aware of, and agree to, the provisions for risk management. This becomes a legal document with management and staff agreeing to meet their respective responsibilities under sections 2 and 7 of the Health and Safety at Work Act

The effective management of health and safety in NERC is a key management responsibility - management at all levels have vital roles in ensuring the risk assessment process is carried out honestly and effectively. The integration of risk assessment into all NERC activities is vital for effective safety management.

11. Is this the end of the matter?

The risk assessment and control measures should be reviewed (not less than every two years) by the group involved. Where there is significant change (eg new machinery or equipment, different staff involved with less experience) reassessment is required. If there has been an accident, incident or near miss a similar reassessment will also be needed. You must document your findings to maintain a clear audit trail.

Effective managers should also consider foreseeable changes or problems.

12. Communication

Any actions taken as a result of the assessment **must be communicated to staff** and other people who may be affected, eg visiting scientists or contractors.

The risk assessment process needs to be practical and take account the views of staff who have the practical knowledge to contribute and should be appropriate to the nature of the work.

Communication is a two way process – staff must make management aware of problems with the risk assessment or Safe System of Work as they arise.

APPENDIX III – FORMS

Risk Assessment Form

Assess the Level of Risk				Control Measures and Re-Assessment			
Description of Activity and Associated Hazards	Hazard Consequence: (a) 3 – Major 2 – Serious 1 – Slight	Likelihood: (b) 3 – High 2 – Medium 1 – Low	Risk Rating: = (a) x (b) High (6 to 9) Med (3 to 4) Low (1 to 2) H, M, L	Controls in place or to be Implemented	(a) 3 – Major 2 – Serious 1 – Slight	Revised (b) 3 – High 2 – Medium 1 – Low	Revised = (a) x (b) High (6 to 9) Med (3 to 4) Low (1 to 2) H, M, L

NERC Safe Systems of Work Form

To be used and reviewed in connection with the following documents:
Risk Assessment: (name, code & revision number) Other documents: (Permit to Work etc)

Brief description of work:		
Author of SSW:	Date:	Signature:
Line Manager:	Date:	Signature:
SSW Version No.	Review date:	

Task/Activity/Personnel Details	Controls

Declaration to be signed by all personnel working to Safe System of Work:			
I have read and understood the information contained in this SSW and associated Risk Assessment(s) and agree to abide with all safety controls.			
Signature	Date	Signature	Date

This form should also be retained by the relevant Section Head. Electronic copies of the SSW & associated Risk Assessment(s) should be placed on the section archive and copied to the Local Safety Adviser, or saved in ERMS when electronic signatures are available.

APPENDIX IV: TRAINING

Risk assessors must have satisfactorily completed the NERC ½ day risk management course or a comparable course which has been approved by the ResearchCentre Director or his nominated Senior Manager responsible for Health and Safety.

APPENDIX V: PROMOTIONAL MATERIAL

APPENDIX VI: SOURCES OF FURTHER INFORMATION

- **Five steps to risk assessment** – Publisher: HSE books, ISBN: 0717615804
- **A guide to risk assessment requirements** – Publisher: HSE books, ISBN: 0717612112

Appendix VII: **Applicable definitions of risk**

Applicable definitions of risk

Health and Safety Risk: The likelihood of the potential harm from a hazard being realised.

Business Risk: The threat that an event or action will adversely affect an organisation's ability to achieve its business objectives and execute its strategies.

For further information on NERC Corporate Risk Management go to <http://net.nerc.ac.uk/working/risk/>