



MEDWAY COUNCIL HEALTH AND SAFETY

RISK ASSESSMENT POLICY

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MEDWAY COUNCIL

Corporate Risk Assessment Policy and Guidance

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MEDWAY COUNCIL

Corporate Risk Assessment Policy

1. Purpose

- 1.1 The purpose of this policy and guidance is to promote good practice and a systematic approach to the assessment and control of risks.

2. Scope

- 2.1 This policy and guidance extends to all operations undertaken as a result of Medway Council's activities, whether by employees, agency staff, work experience trainees, volunteers, or any other person engaged in delivering Council services.
- 2.2 Where Council services are sub-contracted to external providers for delivery, the officers responsible for allocating such contracts are required to ensure that such contractors have adequate arrangements for risk assessment, and that the minimum standards set out in this policy are incorporated as an express term of such contracts.

3. Definitions

- 3.1 The following definitions are crucial to the understanding of the Risk Assessment process:
- 3.2 A *HAZARD* means *anything with the potential to cause harm*, and may include:
- *physical hazards* (e.g. tools, equipment, electricity, noise, vibration, manual handling, vehicles)
 - *chemical hazards*
 - *Environmental hazards* (e.g. working or driving in inclement weather)
 - *biological hazards* (e.g. infections contracted from service users, such as hepatitis, MRSA, scabies)
 - *ergonomic hazards* (e.g. positioning of desks, layout of computer workstations)
 - human behaviour hazards (e.g. assaults)
- (N.B. this list is not exhaustive)
- 3.3 A *RISK* means *the probability or likelihood of that harm occurring and the severity of its consequences*.
- 3.4 *RISK ASSESSMENT* means *the whole process of identifying hazards, quantifying the attendant risks, and implementing measures to reduce the risk of harm to tolerable levels*.
- 3.5 *COMPETENT PERSON* means *someone who has sufficient training, experience or knowledge and other qualities to enable them to assist in undertaking preventative and protective measures*. Competent persons should have:
- knowledge and understanding of the work being assessed
 - knowledge of the risk assessment process and the principles of risk prevention
 - understanding of the nature of hazards in the workplace
 - an ability to identify health and safety issues, assess the need for action, and develop and implement a suitable action plan

4. Policy

- 4.1 Medway Council, through its Senior Management Team, will comply with the requirements for Risk Assessment as set out in the Management of Health & Safety at Work Regulations 1999 [MHSWR], the Manual Handling Operations Regulations 1992 (as amended) [MHOR], the Health and Safety (Display Screen Equipment) Regulations 1992 [DSER], the Lifting Operations and Lifting Equipment Regulations 1998 [LOLER], the Provision and Use of Work Equipment Regulations 1998 [PUWER], the Control of Substances Hazardous to Health Regulations 2002 (as amended 2013) [COSHH], the Personal Protective Equipment at Work Regulations 2002 [PPER], the Regulatory Reform (Fire Safety) Order 2005 [RRFSO], the Control of Asbestos Regulations 2012 [CAR], the Construction (Design and Management) Regulations 2015 [CDM], and any other Regulations, Approved Codes of Practice, or Guidance which may affect its operations.
- 4.2 As an employer Medway Council will ensure the suitable and sufficient assessment of:
- The risk to the Health & Safety of its employees to which they are exposed whilst they are at work; and
 - The risk to the Health & Safety of *persons not in its employment* arising out of, or in connection with, the conduct of its undertaking.
- “Persons not in its employment”* includes sub-contractors, customers, service users, the public, emergency personnel, etc., who can be affected by the undertaking. Risk to such people can arise in connection with the operations, premises, plant, purchasing function, design function, services, storage and transport operations, waste handling and any other aspect of the undertaking.
- 4.3 It is the Council’s aim to ensure that arrangements are in place to ensure a systematic approach to the assessment and control of risks. The risk assessment procedure here outlined provides a practical approach that is both cost-effective and that will assist the Council’s Management Team in fulfilling their health and safety responsibilities. Assessments will enable management to plan, introduce and monitor measures needed to ensure compliance with the Council’s duty of care to ensure the health, safety and welfare of its employees and anyone that is not an employee but who may be harmed by its acts or omissions. To implement best practice, compliance with health and safety legislation and to ensure that particular risks are eliminated altogether or controlled adequately at all times.
- 4.4 Where specific regulations (e.g. COSHH) require health surveillance to be carried out, such surveillance should not be used as a substitute for risk assessment. Rather, the risk assessment process should aim to identify those workers who require health surveillance to be carried out.
- 4.5 Risk assessments must be carried out only by trained managers or a nominated member of staff who has received risk assessment training. Such persons must be “competent” as set out in 3.5 above. The Corporate Health and Safety Team will be able to assist and advise managers on certain work activities.
- 4.6 Risk assessments will be kept under review, and will be revised as soon as:
- there is reason to believe the assessment is no longer valid
 - there has been any significant change in the situation or operation to which it relates, or the personnel carrying out that operation
 - there has been any accident or incident arising from the situation or operation assessed.

Dates of intended and actual review must be itemised on risk assessment records. In no case will more than 52 weeks elapse between the date of a risk assessment and the date of its formal review.

- 4.7 Where the assessment identifies the need for preventative and protective measures, these shall be implemented using the following hierarchy:
- avoiding risk altogether, e.g. doing the work in a different way
 - evaluating those risks which cannot be avoided
 - combating the risk at source
 - adapting the work to the individual, especially as regards the design of workplaces, the choice of work equipment and the choice of working methods, with a view, in particular to alleviating monotonous work and work at a predetermined work rate.
 - increasing the control individuals have over the work for which they are responsible
 - taking advantage of technological and technical progress, which may offer opportunities for improved working methods
 - implement risk prevention measures to form part of a coherent overall policy and approach, taking into account the organization of work, working conditions, social relationships and the influence of factors relating to the working environment
 - giving collective protective measures priority over individual protective measures
 - giving appropriate information, instructions and training to workers
 - the existence of a positive health and safety culture within the Council.

Unless other provision is *specifically* made in agreed Corporate or Directorate Policies, all findings of risk assessments will be recorded only on the approved Corporate Risk Assessment Proformæ (Appendix 1).

- 4.8 Workers will be provided with comprehensible and relevant information on the risks to their health and safety identified by those assessments including the preventative and protective measures. Agency staff will need to be made aware of any risks associated with the work they are involved in. Where persons under the statutory school leaving age are to be involved in an activity (e.g. on work experience), an outline of the risk assessment and its findings must be supplied in writing to the parents or guardians of such persons.
- 4.9 Persons under the age of 18 shall not be employed for work which:
- is beyond their physical or psychological capacity
 - involves exposure to agents which are toxic, or in any other way affect human health
 - involves harmful exposure to radiation
 - involves the risk of accidents which it may be reasonably assumed cannot be recognised or avoided by young persons due to their insufficient attention to safety or lack of experience or training; or
 - in which there is a risk to health from extreme cold, heat, noise or vibration.
- In addition they should not be employed unless an assessment of the risks to the health and safety of young persons has been completed for the activities that they will undertake.
- 4.10 Where the workers include women of childbearing age and the work is of a kind which could involve a risk, (by reason of her condition) to the health and safety of a new or expectant mother or to that of her baby, the assessment shall include an assessment of such risk.
- 4.11 Where any person considered by a risk assessment, whether worker or service-user, is known to have any disability or medical condition, the risk assessment shall expressly consider this, and any additional risk or risks that they may pose, together with reasonable control measures to address them.
- 4.12 The Council will provide training for managers/supervisors and for other designated members of staff through Workforce Development, to ensure that they are competent to carry out suitable and sufficient risk assessments.

5. Manager's Action Checklist

- 5.1 Managers must assess the risks to health and safety to which their workers are exposed whilst they are at work.
- 5.2 Managers must additionally assess the risk to the health and safety of persons not in their employment arising out of, or in connection with, the conduct of their undertaking.
- 5.3 Managers may carry out risk assessments in person, if they are competent so to do, or may appoint suitably trained and competent workers to carry out risk assessment on their behalf, providing such persons are familiar with the work activity involved. The Corporate Health and Safety Team may be consulted where queries arise, or there is need for specialist input ***BUT WILL NOT CARRY OUT RISK ASSESSMENTS ON THE MANAGERS' BEHALF.***
- 5.4 A risk assessment must:
- ensure all relevant hazards are addressed
 - address what actually happens in the workplace during the work activity
 - ensure that all groups of workers and other persons who might be affected are considered
 - identify groups of workers who may be particularly at risk
 - take account of existing preventative or precautionary measures.
- 5.5 A risk assessment must be "suitable and sufficient" whereby it:
- identifies the significant risks that are liable to arise because of work activity
 - enables identification and prioritisation of the measures that need to be taken
 - is appropriate to the nature of the work
 - remains valid for a reasonable period of time.
- 5.6 Managers must expressly assess risks to young persons, new and expectant mothers, and any persons suffering from a disability or medical condition.
- 5.7 Managers must consult with the staff involved in his work activity and relevant safety representatives throughout the risk assessment process, on the findings and on the action plan.
- 5.8 Managers shall ensure that workers are provided with details of the risks and the preventative/protective measures identified by the assessments.
- 5.9 Managers must ensure that significant findings are recorded only on the Council's approved pro formæ.
- 5.10 Managers will keep risk assessments under review, and will revise any assessment as soon as:
- there is reason to believe the assessment is no longer valid
 - there has been any significant change in the operation or situation to which it relates, or the personnel carrying out that operation
 - there has been any accident or incident arising from the operation assessed.
- Dates of intended and actual review must be itemised on risk assessment records. In no case should more than 52 weeks elapse between the date of a risk assessment and the date of its formal review.
- 5.11 Managers must ensure that risk assessment records are retained for a minimum of three years from the date of revision. (Longer timescales may be appropriate where the persons carrying out handling operations or being handled are under the age of 18 years, and in such instances, managers must seek guidance from the Corporate Health & Safety Team).
- 5.12 Where any young person or adult is to be employed on temporary work experience

placement, managers must ensure that they comply fully with any relevant Policies, Procedures and Guidelines adopted by Directorates in respect of such placement.

6 Application

- 6.1 The following procedures are adopted as Health and Safety procedures. Medway Council has the right to alter, amend, add to or withdraw these procedures or any part of them. Consultation will be carried out in accordance with the *Safety Representatives and Safety Committee Regulations 1977* (amended by MHSW Reg 4(1) 1999 and the *Health and Safety (Consultation with Workers) Regulations 1996*.

Risk Assessment Procedure

- A. Responsibilities
 - A.1 Managers are responsible for ensuring risk assessments are carried out for all work activities in their area of responsibility.
 - A.2 There may be some areas of the assessment for which specialist advice is required; in these cases managers should contact the Health and Safety Team.
 - A.3 There must be consultation with the staff involved in the work activity and relevant safety representatives throughout the process, on the findings and any action plan. It is the manager's responsibility to be able to prove such consultation to the Health and Safety Team or the HSE when requested.

- B. General
 - B.1 A risk assessment is carried out to identify the risks to health and safety to any person arising out of, or in connection with, work. It will identify how the risks arise and how they impact on those affected.
 - B.2 The risk assessment should be "suitable and sufficient." The level of detail in a risk assessment should be directly proportionate to the risk. Once the risks are assessed and taken into account, insignificant risks can usually be ignored, as can risks arising from routine activities associated with life in general, unless the work activity compounds or significantly alters those risks.

Stage One — Clarify Work Activities

- C. Clarifying Activities**
 - C.1 A necessary preliminary to risk assessment is to prepare a list of work activities, to group them in rational and manageable way, and to gather necessary information about them. It is vital to include, for example, infrequent maintenance tasks, as well as day-to-day service delivery.
 - C.2 The assessment should cover all parts of the work activity, including those not under the immediate supervision of a manager, such as workers working off-site, homeworkers and mobile workers.
 - C.3 Information required for each work activity might include the following:
 - tasks being carried out: their duration and frequency
 - locations where work is carried out:
 - who normally/occasionally carries out the activity
 - others who may be affected by the work (e.g. visitors, contractors, the general public)
 - training that personnel have received about the tasks
 - written systems of work and/or permit to work procedures prepared for the tasks
 - plant and machinery that may be used
 - manufacturers' or suppliers' instructions for operation and maintenance of plant, machinery and powered hand tools.
 - size, shape, surface character and weight of materials that might be handled.
 - distances and heights that materials have to be moved by hand
 - services used (e.g. compressed air)
 - substances used or encountered during the work
 - details of any COSHH assessments completed

- requirements of relevant acts, regulations and standards relevant to the work being done, the plant and machinery and the substances encountered
- control measures already in place
- findings of any existing assessments relating to the work activity.

Stage Two — Identify Hazards

D. Identifying Hazards

- D.1 A hazard is something with the potential to cause harm (this can include substances or machines, methods of work and other aspects of work organization). Three questions enable hazard identification:
- is there a source of harm?
 - who (or what) could be harmed?
 - how could harm occur?
- D.2 Assessors need to address what actually happens in the workplace or during the work activity, not what is supposed to happen. Actual practice may differ from the written procedure; this is frequently a route whereby risks creep in unnoticed — the staff need to be involved.
- D.3 All groups of workers and others who might be affected need to be considered; including office staff, cleaners, maintenance staff, service assistants, contractors occupying the premises, visitors, etc. Groups of workers who might be particularly at risk need to be identified; for example young or inexperienced workers; those who work alone; disabled staff.
- D.4 Hazards that clearly possess negligible potential for harm should not be documented or given further consideration.
- D.5 To help identify hazards present, they can be grouped under 5 different headings:
- physical hazards e.g. moving parts of machinery, electricity, noise, vibration, manual handling, hand tools, pressure (including explosions), vehicles
 - chemical hazards presented when using, maintaining or cleaning equipment or processes
 - biological hazards presented by infection from contact with clients or through cuts and abrasions etc. during manual work activities, e.g. tetanus, hepatitis, anthrax, Weil's disease, HIV.
 - environmental hazards (e.g. working or driving in inclement weather).
 - ergonomic hazards e.g. the poor positioning of desks or workbenches, or poorly designed equipment
 - human behaviour hazards e.g. assault from a client or other person while at office base or in external environment.

Stage Three — Determine Risk

E. Determining Risk

- E.1 Risk expresses the likelihood that the harm from a particular hazard will happen. The risk from the hazard should be determined by estimating the potential severity of harm and the likelihood that harm will occur.

Where risks are already controlled in some way, the effectiveness of those existing controls needs to be considered when assessing the extent of any risk which remains.

F. Severity of harm

- F.1 When establishing potential severity of harm information about the relevant work activity should be considered, together with:
- a. parts of the body likely to be affected
 - b. the nature of the harm, from slightly to extremely harmful

SEVERITY RATING	EXAMPLES	
SLIGHTLY HARMFUL	superficial injuries; minor cuts & bruises, eye irritation from dust, nuisance & irritation e.g. headaches	ill health leading to temporary discomfort.
HARMFUL	lacerations, burns, concussion, serious sprains minor fractures, deafness, dermatitis, asthma, work-related upper-limb disorders	ill-health leading to permanent, minor disability
EXTREMELY HARMFUL	amputations; major fractures; poisoning; multiple fractures; fatal injuries occupational cancer, other severely life-shortening diseases, acute fatal diseases	Death; ill-health leading to shortening of life, or permanent, major disability

G. Likelihood of Harm

- G.1 When seeking to establish the likelihood of harm the adequacy of control measures already implemented and complied with need to be considered.
- G.2 The following should be evaluated:
- number of personnel exposed
 - frequency and duration of exposure to the hazard
 - failure of services e.g. electricity
 - failure of plant and machinery and safety devices
 - exposure to the elements
 - protection afforded by personal protective equipment
 - unsafe acts (unintended errors or intentional violations) by persons.

Stage Four — Decide if Risk is Tolerable

H.1 The table below (table 1) shows one simple method for estimating risk levels and for deciding whether risks are tolerable. Tolerable here means that risk has been reduced to the lowest level that is reasonably practicable.

Table 1: A Simple Risk-level estimator

	Slightly harmful	Harmful	Extremely harmful
Highly unlikely	Trivial risk	Tolerable risk	Moderate risk
Unlikely	Tolerable risk	Moderate risk	Substantial risk
Likely	Moderate risk	Substantial risk	Intolerable risk

Stage Five — Prepare Risk Control Action Plan

I. Risk Control Action Plan

- I.1 Risk categories shown in Table 1 form the basis for deciding whether improved controls are required and the timescales for action. Table 2 below shows the effort and urgency required, based on the risk:

Table 2: Simple Risk-based control plan

RISK LEVEL	ACTION AND TIMESCALE
TRIVIAL	No action required. No records need to be kept
TOLERABLE	No additional controls required Consideration may be given to a more cost-effective solution or improvement that imposes no additional cost burden Monitoring is required to ensure controls are maintained
MODERATE	Efforts should be made to reduce the risk so far as is reasonably practicable, but costs of prevention should be carefully measured and limited e.g. consider alternative ways of doing things or remove the hazard altogether. Risk-reduction measures should be implemented within a defined time period Where moderate risk is associated with extremely harmful consequences further assessment may be necessary to establish more precisely the likelihood of harm as a basis for determining the need for improved control measures
SUBSTANTIAL	Work should not be started until the risk has been reduced. Considerable resources may have to be allocated to reduce the risk. Where the risk involves work in progress, urgent action should be taken. Contact the manager and/or the competent person who has completed the risk assessment for further guidance before proceeding
INTOLERABLE	Work should not be started or continued until the risk has been reduced. If it is not possible to reduce risk, even with unlimited resources, work has to remain

prohibited.

Contact the Corporate Health & Safety Team for further guidance before proceeding

- I.2 Using relevant legislation, Approved Codes of Practice, associated guidance and Council/local codes of practice, conclusions should be reached on whether existing control measures are adequate or what additions or improvements are needed. Where other measures are identified as necessary as a result of the risk assessment, these findings should be used to amend the arrangements for planning, implementing, controlling and monitoring safety measures.
- I.3 A hierarchy of preventative and protective measures should be applied in the following order:
- avoiding risk altogether e.g. doing the work in a different way;
 - evaluating the risks which cannot be avoided;
 - combating the risk at source;
 - adapting the work to the individual (consulting those who will be affected); this might include design of workplaces, choice of work equipment and of working methods (with a particular view to alleviating monotonous work and work delivered at a predetermined rate) and increasing the control individuals have over work for which they are responsible;
 - take advantage of technological and technical progress which often offers opportunities for improved working methods;
 - implement risk prevention measures to form part of a coherent overall prevention policy and approach; this will take into account the organization of work, working conditions, social relationships and the influence of factors relating to the working environment;
 - giving collective protective measures priority over individual protective measures;
 - giving appropriate instructions to workers;
 - promotion of a positive health and safety culture within the Council.
 - Personal protective equipment should always be implemented as a last resort and be regarded as an interim measure, pending the reduction of the risk by a more reliable and permanent means.

Stage Six — Review Adequacy of Action Plans

J. Reviewing Action Plans

- J.1 The action plan should be reviewed before implementation, typically by asking: -
- will the revised controls lead to tolerable risk levels?
 - are new hazards created?
 - has the most cost-effective solution been chosen?
 - what do workers think about the need for, and practicality of, the revised preventative measures
 - Have the following groups been considered with the protected characteristics as defined within the Equalities Act 2010 and whether reasonable adjustments are required?
 - will the revised controls be used in practice, and not ignored in the face of, for example, pressures to get the job done?-
 - how will the revised controls be affected if changes occur to workplace layout, service delivery, etc.?

K. Records

- K.1 Having made the assessment, a clear, easily-revisable and updateable record must be made. It should represent an effective statement of risks, which leads management to take the relevant actions to protect health and safety. Risk ratings must also be given, so as to show why each risk has been assessed as more important than some and less important than others, and thereby justify why existing controls are adequate or why other controls are needed.
- K.2 The manager must retain the risk assessment forms which should be made available to all workers, Trade Union Safety Representatives, Representatives of Employee Safety, the Corporate Health and Safety Team, and any other body connected with the establishment.
- K.3 The record should be retrievable for use by management in reviews and for safety representatives or other worker representatives and visiting HSE inspectors. It is recommended that risk assessments should be kept in a location that is accessible to all staff e.g. shared drive.
- K.4 Risk assessment records should be retained for a minimum of three years after they are superseded. Where risk assessments relate to persons under the age of 18 years, forms should be kept for 3 years following the person's 18th birthday. Further guidance may be obtained from the Corporate Health and Safety Team.

L. New and Expectant Mothers

- L.1 Where workers include women of childbearing age and the work is of a kind which could involve risk (by reason of her condition) to the health and safety of a new or expectant mother, that risk must be included in the assessment.
- L.2 New and expectant mothers are those who:
- are pregnant
 - have given birth within the last six months
 - have miscarried or had a still birth delivery after twenty-four weeks
 - are breastfeeding
- L.3 Once the worker has informed her manager of her condition (this should be done in writing), the manager is required to:
- assess the risks to health and safety and advise her of any hazards identified
 - ensure the worker is not exposed to risks which would present a danger to her health and safety
- If the risk remains:
- alter the woman's working conditions or hours of work if it is reasonable to do so.
- If it is not possible to either remove the risk or alter the working conditions or hours of work, the person should be offered alternative work on terms and conditions no less favourable than would normally apply. In extreme cases, it may be necessary to "suspend" the worker on full pay for as long as necessary to protect her health and safety.
- L.4 Where a transfer to another post is made as described above, this should be initially be seen as a short-term temporary measure. An urgent referral should be made to the Occupational Health Service for advice upon the worker's fitness to undertake the specific circumstances of her employment, before continuing these arrangements for an extended period
- L.5 If the worker works at night and has a medical certificate stating that, for health and safety reasons, she should not be at work for a period identified in the certificate, the worker should be "suspended" on full pay for as long as necessary to protect her health and safety.

- L.6 Specific hazards identified include:
- physical agents such as shock, vibration, manual handling, noise, temperature extremes, postures and movements that cause mental and physical fatigue
 - biological agents such as bacteria and viruses
 - chemical agents such as mercury, lead and substances absorbed through the skin.
- L.7 The Corporate Health and Safety Team should be consulted to provide further assistance in establishing risk.

M. Young Persons

- M.1 Managers must assess and address the risks to young persons, taking into particular account:
- their inexperience and immaturity
 - their lack of awareness of risks to their health and safety
 - the fitting out and layout of their workstation and workplace
 - the nature, degree and duration of any exposure to biological, chemical or physical agents
 - the form, range, use and handling of work equipment
 - the way in which processes and activities are organised
 - any health and safety training given or intended to be given
 - risks associated with certain specified substances, processes and work activities
- M.2 A “young person” is defined as anyone under the age of 18, and includes persons on work experience.
- M.3 When determining the work a young person should undertake, both the risks identified as part of the assessment, and the physical and psychological capabilities of the individual young person, must be taken into account. It may be necessary to prohibit certain work.
- M.4 Managers must ensure that the parents or guardians of children under the compulsory school-leaving age are informed of any risks identified by the risk assessment, including the necessary control measures, before the child starts work.
- M.5 Managers must not employ young persons where the work:
- is beyond their physical or psychological capacity
 - involves exposure to toxic substances
 - involves a risk of accidents which young persons may not recognise due to their insufficient attention to safety, or lack of experience or training
 - involves a risk to health from extreme temperatures (hot or cold), noise or vibration.
- M.6 The above prohibitions do not apply where *ALL* of the following conditions apply:
- the work is part of the young person’s training
 - work is carried out under the supervision of a competent person
 - any risks have been assessed and reduced to the lowest level that is reasonably practicable.

N. Review and Revision

- N.1 Risk assessments should not be regarded as “written in stone” — they need to be reviewed and where appropriate, revised, if developments suggest they may no longer be valid.
- N.2 A review of the assessment should be considered:
- if there is reason to suspect that it is no longer valid

- following any accident or incident
- following complaints from workers, Union Safety Representatives, or Representatives of Employee Safety
- following any change in the nature of the work
- following increased awareness of hazards and/or risks
- following introduction of new technology
- following changes to personnel, caseloads, staffing levels, shift patterns, etc.
- following changes to management structure that could render an assessment out-of-date
- following warnings from Enforcement agencies

(N.B. This list is not exhaustive)

N.3 In any case, risk assessments should be reviewed at least annually, as a matter of good practice.

MEDWAY COUNCIL RISK ASSESSMENT — PART 1

Serial No	
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Premises:	Work activity:
Assessor:	Date:
Employees considered:	Non-employees affected:
Out of hours:	Vulnerable persons:

Hazard:

Existing controls:

Do these suffice: YES/NO/PARTIALLY

Do specific Regulations apply? If so, what are they?

Are they being applied? YES/NO/PARTIALLY

Further controls required:

By whom?	By when?
Review date:	

Signed:	Date:
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MEDWAY COUNCIL RISK ASSESSMENT – PART 3

ACTION SHEET

COMMENTS / ACTION REQUIRED	TIMESCALE	PERSON RESPONSIBLE

SIGNED:

DATE: