



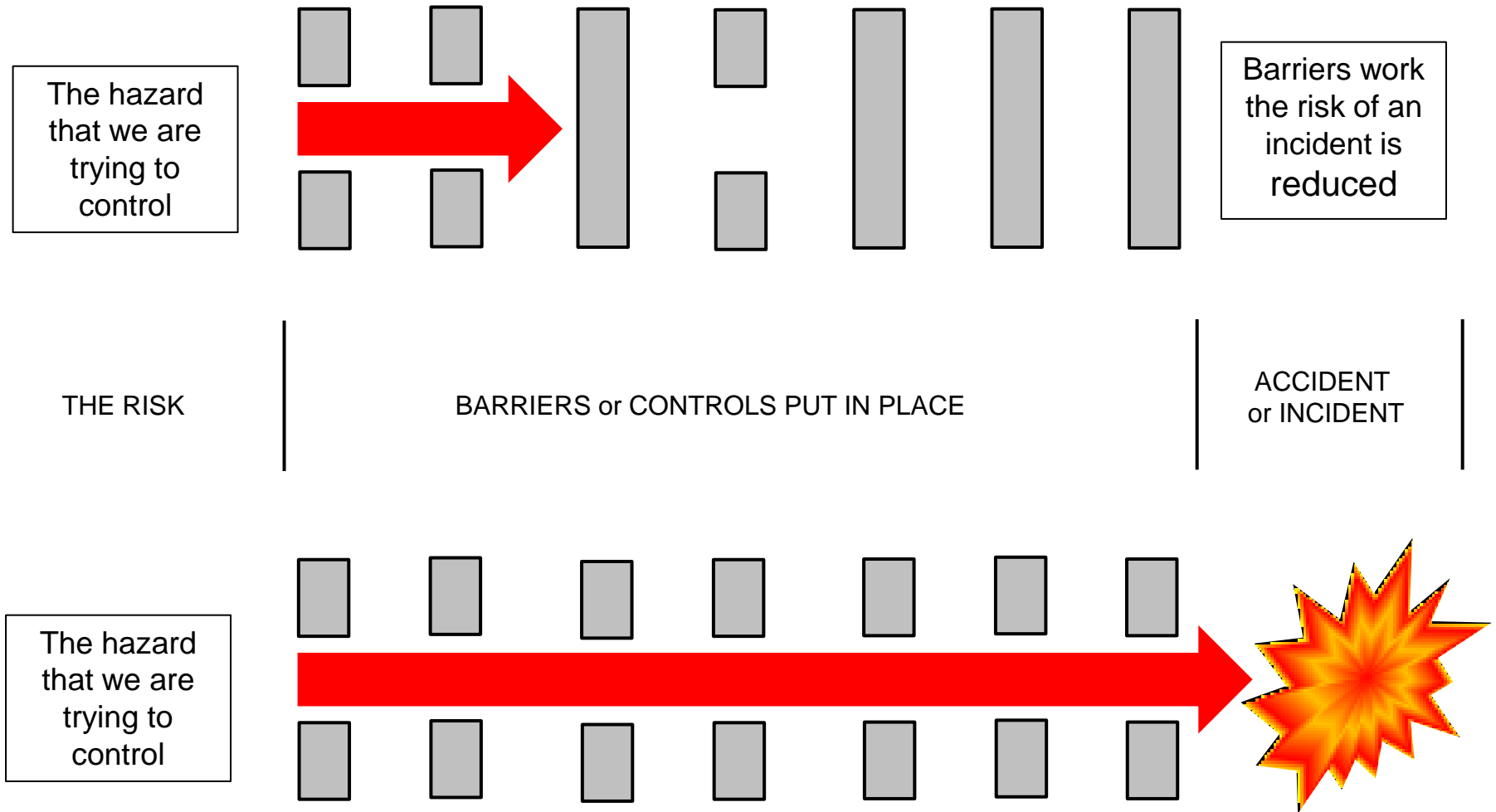
Andrew Watson FIMMM IMRB Russia

XXXXXX 2017

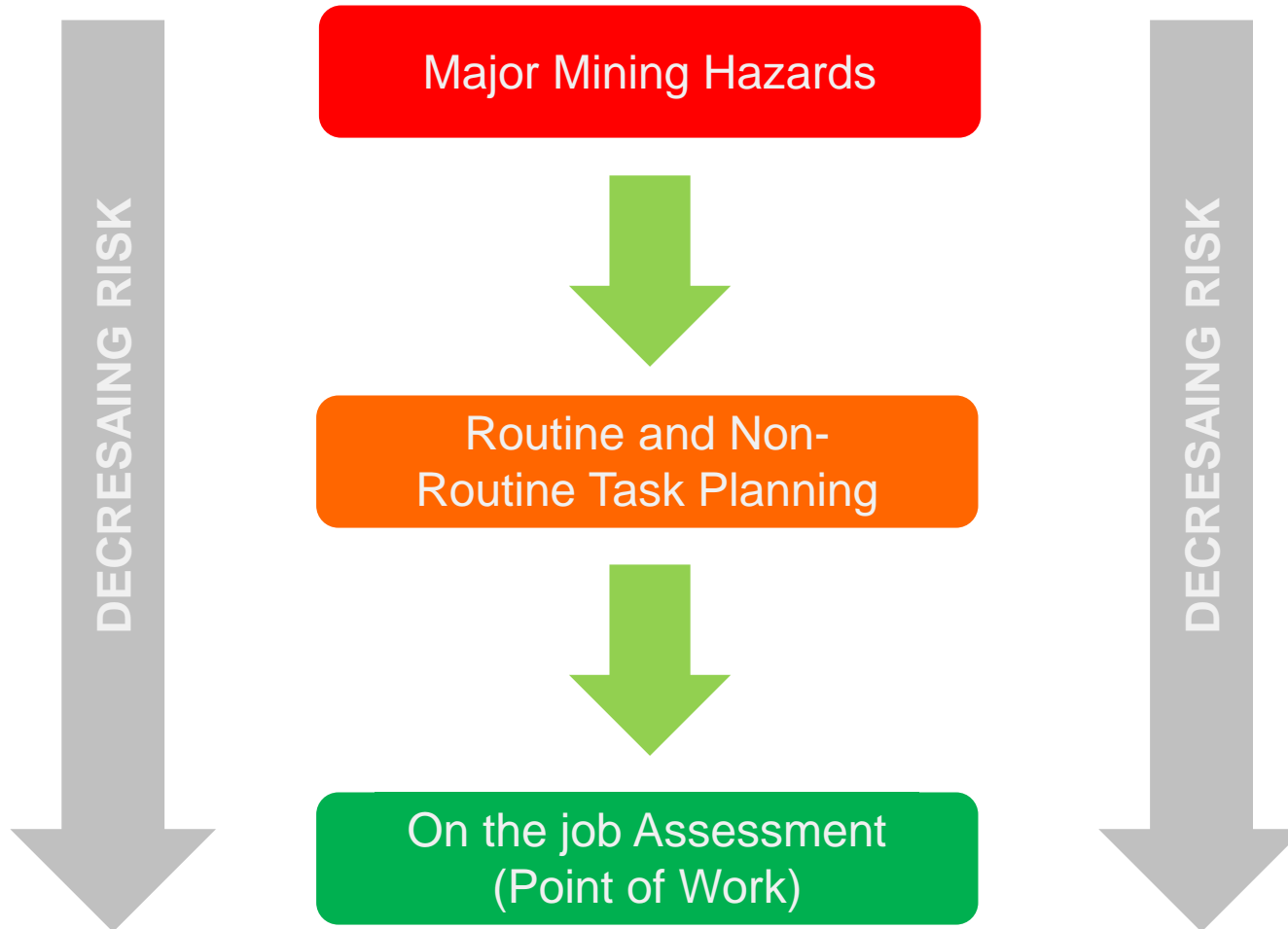


Principles of risk management

The principle of avoiding incidents



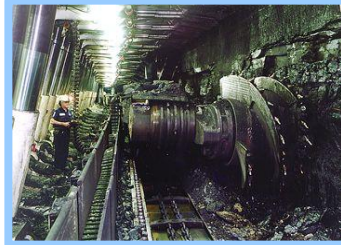
Layered approach to risk assessment





Major Hazards – The MRS Approach

What is Major Hazard Assessment About?



**Avoiding fatal/
other injuries
to employees**

**Avoiding the
loss of
expensive
assets**

**Avoiding the
deployment of
the Rescue
Services**

**About
protecting the
families from
tragedies**

Highest level –Major Mining Hazard

Major Mining Hazards

Definition: An incident or accident that has the potential for a multiple casualty, multiple fatality outcome or something that would significantly impact the reputation of the business or country

Responsibilities

- The **operator** has the responsibility to consider the issues that may impact the people, the site or the business
- The manager has the responsibility for ensuring that the systems and process are in place and the people are competent to operate these systems
- The **regulator** has the responsibility for assisting the organisation and enforcing the legislative requirements

Examples

Underground

- Fire
- Explosion
- Ground Control (Fall of Ground)
- Inrush

Surface

- Shafts
- Surface structures
- Tips and lagoons (land slide)

Mainly design and engineering considerations

Need to consider how they transition to the workplace

MRS approach to major hazard assessment

Step 1 – Conduct a high level bow tie

Step 2 – Develop the key performance indicators

Step 3 – Work with management to embed

Objective

- To provide a quick impact – see this as the most important step in creating the urgency (consciously incompetent)
- Assist on challenging and changing the thinking of the leadership (senior and middle management levels)
- Developing the questioning and intervention at the leadership level

Step 4 – Review and produce the control documents

Step 5 – Introduce the controls through education

Objective

- Review the procedure and controls to ensure that the outcomes from the bow tie assessment is captured
- Define the roles and responsibility for the key controls
- To provide the training to defined standards
- Develop the leadership/management and workforce competence

Step 6 – Review and refine the KPIS

Step 7 – Audit the system

Objective

- To refine the controls using observation and inputs from managers and workforce
- To audit and review the effectiveness of the system

Steps 1 -3 - Create the sense of urgency

Part 1- Includes Steps 1 – 3

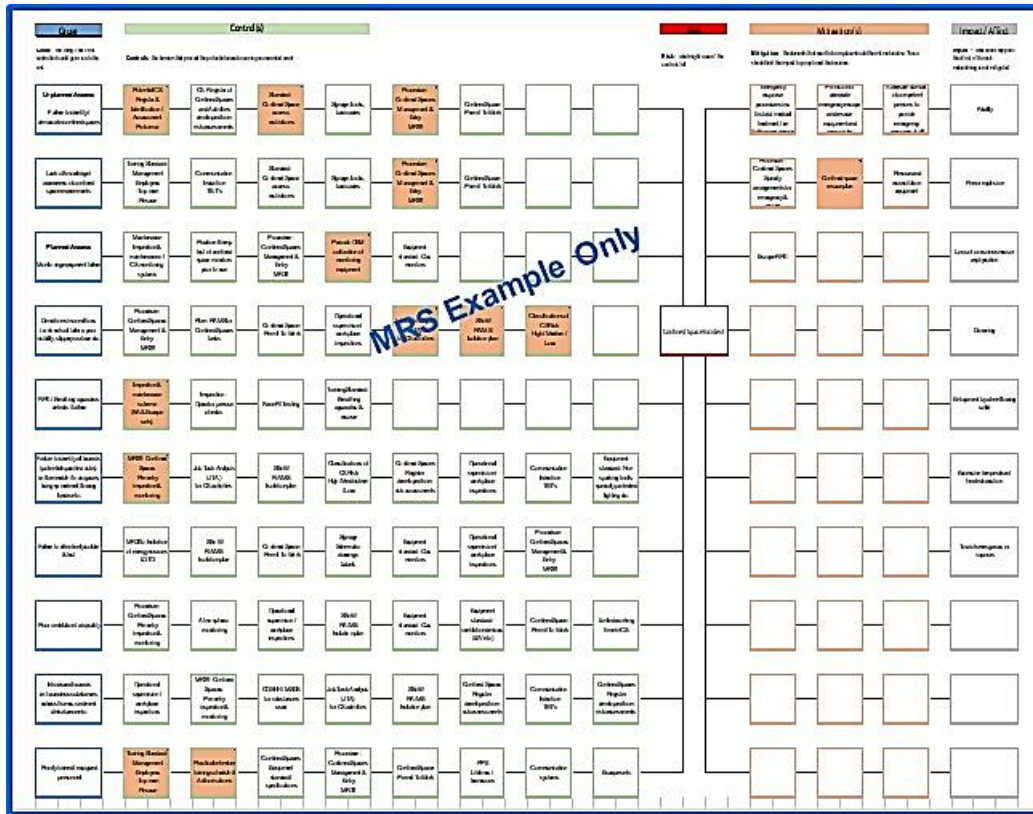
- Developing the position of consciously incompetent (know what we don't know)
- Developing the imperative for change
- A bowtie assessment of the risk (80/20 principle)
- The generation of major hazard (and if appropriate fatal hazard indicators)
- The role out and support in to the organisation
- The generation of roles and responsibility for the gathering of information and the forming of reports

Part 1 – Establishing some of the principles																												
Project Area	Resp Person	Week Number																										Comments
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	
Establish Doc Structure																												
Critical Hazard Indicators																												
Establish Critical Hazard Indicators																												
Integrate general performance ind.																												
Agree with senior management																												
Work with depts. to get in place																												
Launch event																												
Work with management to establish																												
Roles and Responsibility																												
Roles and responsibility (indicators)																												
Agree with senior management																												
Support the role out																												

Major Hazards – Management Control

Basic Bow Tie Diagram

CAUSE	CONTROL	RISK	MITIGATION	AFFECT
-------	---------	------	------------	--------



The controls and mitigations have to be built into the safety management system and company procedures

Bow Tie

- Use a basic bow tie for the initial analysis
- Use knowledge that the business has already developed
- Use control documents that are already in place
- Identify clearly
 - **Risk** – what is it that the process aims to control
 - **Cause** – the thing that might result in the risk materialising
 - **Controls** – the things that need to be in place to prevent the risk from being realised
 - **Mitigations** – the things that stop the situations from developing further
- Use the information to form the key performance indicators

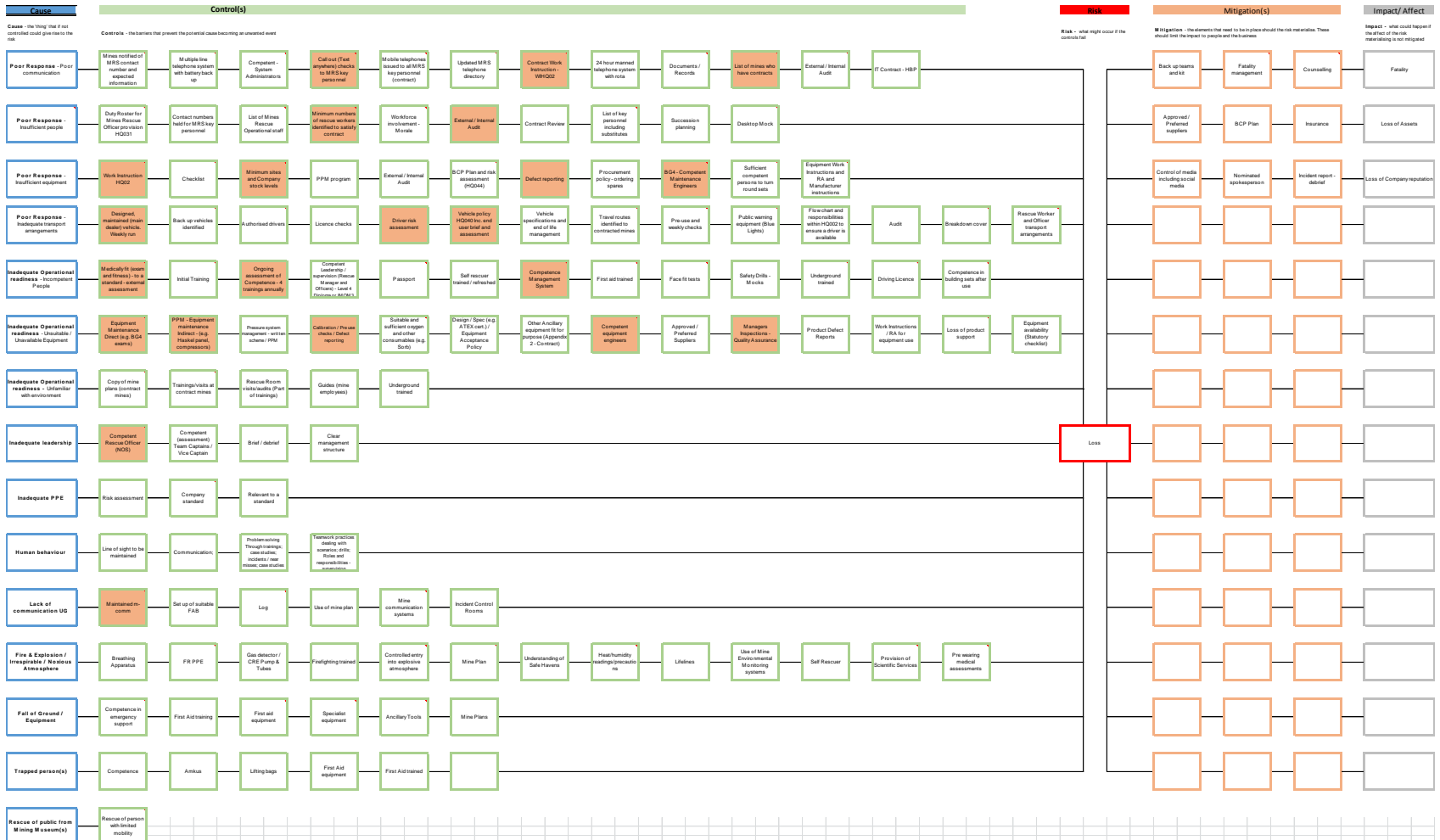
Major Hazards– Management Control

Fatal Hazard Standard											
Confined Space		Area A		Area B		Area C		Site Overall			Comments
		Plan	Actual	Plan	Actual	Plan	Actual	Total Plan	Total Actual	Variance	
Is the nature of potential space up to date?	1	(Y/N)						0	0	0.0	0
	2	(Y/N)						0	0	0.0	0
	3	(Y/N)						0	0	0.0	0
	4	(Y/N)						0	0	0.0	0
Are all personnel familiar with the company procedures for CS Access?		(Y/N)						0	0	0.0	
Is all the environmental monitoring equipment within calibration on date?		(Y/N)						0	0	0.0	
Have JAs been completed for all CS activities?		(Y/N)						0	0	0.0	
Are the JAs Assessment and Method Statements up to Date?		(Y/N)						0	0	0.0	
Is there any significant change that means the JAs would require review?		(Y/N)						0	0	0.0	
Have all CS been classified and reclassified?		(Y/N)						0	0	0.0	
Maintenance of equipment in date		(Y/N)						0	0	0.0	0
Element of planned maintenance completed on time?		(N)						0	0	0.0	
Occas one in the response period where a risk was assessed by environment		(No)						0	0	0.0	
Occas one in the response period where a risk was assessed by temperature		(No)						0	0	0.0	
Occas one in the response period where a risk was introduced by specified risk		(No.)						0	0	0.0	
Training matrix and authorisation of people is up to date		(Y/N)						0	0	0.0	0
Number of person overdue CS training/ refresher training		(No.)						0	0	0.0	
Verification is able Planned for Next Month								Verification is able Planned for this Month			Complete (Y/N)
1											
2											
3											
4											

Key Performance Indicators

- From the bowtie the critical control barriers are defined
- From the bowtie the critical mitigation elements are defined
- Don't pick everything to be represented in terms of KPIs
- Develop a means of presenting that to the operational teams (and if required an up/ down cascade)
- Work with the operational teams to develop the data/ challenge the data
- To start with we like to see some aspirational elements, things that they don't do but want to do – provides some goal setting and improvements

Mines Rescue Specific Management Control



Critical Hazards– A high level review

Fatal Hazard Standard													
Confined Space				Area A		Area B		Area C		Site Overall			Comments
				Plan	Actual	Plan	Actual	Plan	Actual	Total Plan	Total Actual	Variance	
Unplanned Access	1	Is the register of potential spaces up to date?	(1/16)							0	0	0.0	
	2	Do all confined spaces meet the requirement for access restriction?	(1/16)							0	0	0.0	
	3	Are the site rules for controlling access up to date?	(1/16)							0	0	0.0	
	4	Is there any changes that would require the site access rules to be reviewed?	(1/16)							0	0	0.0	
Confined Space Awareness													
Planned Access	1	Are all personnel familiar with the company procedures for CS Access?	(1/16)							0	0	0.0	
	2	Is all the environmental monitoring equipment within calibration date?	(1/16)							0	0	0.0	
Isolation Condition													
Isolation Condition	1	Have JTFs been completed for all CS activities?	(1/16)							0	0	0.0	
	2	Are the Risk Assessment and Method Statements up to date?	(1/16)							0	0	0.0	
	3	Is there any significant change that means the JTFs need review?	(1/16)							0	0	0.0	
	4	Have all CS been classified/ reclassified?	(1/16)							0	0	0.0	
Isolating Equipment													
Isolating Equipment	1	Maintenance of equipment in date	(1/16)							0	0	0.0	
	2	Element of planned maintenance completed on time?	(1/16)							0	0	0.0	
Isolation Verification													
Isolation Verification	1	Occasions in the reference period where a risk was prevented by environment	(1/16)							0	0	0.0	
	2	Occasions in the reference period where a risk was prevented by temperature	(1/16)							0	0	0.0	
	3	Occasions in the reference period where a risk was introduced by a specified risk	(1/16)							0	0	0.0	
Training and Competence													
Training and Competence	1	Training matrix and authorisation of people in up to date	(1/16)							0	0	0.0	
	2	Number of person overdue CS training/ refresher training	(1/16)							0	0	0.0	
Verification Audit Planned for Next Month													
Verification Audit Planned for this Month													
Complete (Y/N)													
1													
2													
3													
4													

MRS - Major and Fatal Hazard Standards							
Crossgate	Mines Rescue	Electrical Safety	Machinery/ Plant and Equip	Energy Isolation	Driving	Vehicle/ Pedestrian Interaction	Safe use of mobile phones
	Lifting Operations	Working at Height	Falling Objects	Working on or near water	Confined Spaces	Lone Working	
<div>Stop/Review</div> <div>Standard Not Met</div> <div>Standard Achieved</div> <div>No Information Available</div>							

A High Level Summary

- Operational Managers/ Directors can get a quick summary of how their parts of the business are performing
- Questioning can be by exception
- Monitors;
 - Stop/ Review** – there was an event or condition that resulted in the process/ job or site being stopped to review the situation and put in place revised measures
 - Standard Achieved** – the site is indicating that the required standards and the performance indicators have been met
 - Standard Not Met** – the site has failed to achieve this particular part of the performance indicator
 - No Information Available** – the site has been unable to supply the information for the period

Audit and Review

- Site Managers are responsible for the provision of information
- The information is auditable, and can be reviewed, helps drive the required behaviour

Retaining the corporate memory

Fatal Hazard Standard : xxxx		
Ref No: Standards	Date of Issue:	Issue No:

XXX

Written by:		
Reviewed by:		
Approved by:		
Revision:		

Basic Bow Tie Supporting the Fatal Hazard Standard



Description of the Risk

Fatal Hazard Standard : xxxx		
Ref No: Standards	Date of Issue:	Issue No:

Key Controls Captured Within the Critical Control Performance Indicator

Critical Control	What the Indicator Shows	Where the Information is captured	Person responsible for providing the information

Key Mitigations Captured Within the Critical Control Performance Indicators

Critical Control	What the Indicator Shows	Where the Information is captured	Person responsible for providing the information

Retaining Corporate Memory

- Once the major hazard indicators are developed the process is documented
- Recognise that people and roles change
- A number of key elements is recorded for each or the major hazard indicators:

Critical Controls/ Mitigations – from the bowtie, a number of controls and mitigations are identified

What the Indicator Shows – why was this indicator chosen, what is it designed to record, and what are the potential implications if the control fails

Where the Information is Captured – a reference that assists in maintaining the system for capturing the information

Who is responsible – define the role that is responsible capturing and recording the information that is required

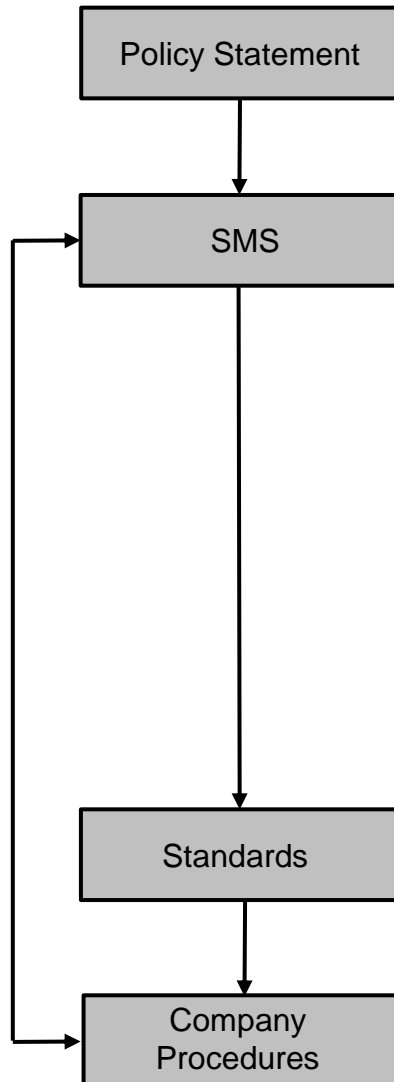
Steps 4 and 5 – Define the Minimum Acceptable Standards

Part 2 - Major Mile and Standards			November																														Carroll rts
Project Area A	Rep Person		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
Looking for a way to get the money																																	
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- MRS considers that there are two areas for consideration depending on the business;
 - **Major Hazards** – these would be the high risk elements that are more traditionally associated with underground operations
 - **Fatal Hazards** – these would be the high risk elements that are more traditionally associated with conventional heavy duty industry
- Within steps 4 and 5, MRS would be looking to define in detail:
 - **The standards** – how these fit in to the overall safety management system
 - **The controls and mitigations**, and how these flow through the control documents and emergency procedures
 - **The roles and responsibility**, what people are supposed to do at each level of the organisation to ensure that the controls, mitigations and emergency procedures work effectively
 - **Training**, produce a training package and train the trainers to make it repeatable, start to develop the competence against the standard

Introduction of a revised safety management system



Policy Statement, the company statement that makes it publically clear what the aims and objectives are for MRS in relation to SHEQ management

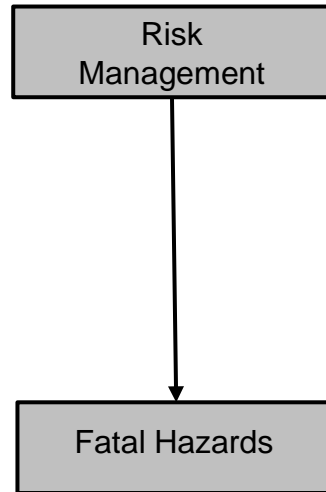
SHEQ Management System, these are the collection of documents that require MRS to do a number of things. Currently two documents of c120 pages, this will be 14 individual documents of 2 – 3 pages each:

- Leadership and Accountability
- Risk Management
- Compliance Assurance
- Objectives, Targets and Performance Management
- Training and Competence
- Communication and Consultation
- Management of Change
- Control of Contractors and Visitors
- Operational Management
- Control of Documents
- Emergency Procedures
- Incident Investigation
- Monitoring Audit and Control
- Environmental Process and Control
- Customer Management

Standards, these consider the risks ranging from individual to fatal risk and aim to put in place key controls

Company Procedure, these are the things that the Company will do to support the delivery of the standards. Sometimes they are not risk related

Development of the fatal hazard standards



SHEQ Management System, this introduces the concept of **risk management**, and requires to think about it a number of ways:

- **Individual hazard**, day to day activities can be controlled through simple procedures, but is better through on site assessment
- **Task hazards**, these are specific to individual tasks being performed and require the site to think about the risk and put control sin place (e.g. RAMS documents)
- **Fatal hazards**, these are the highest level of risk identified by the Company, and it requires that there be some controls pout in place to manage these types of risk

Fatal hazards, risk that the Company has identified as having the potential for single or multiple casualty or fatality type incidents, which can adversely affect the families and business reputation.

- For MRS there are likely to be 10-12 standards, between 1 and two pages maximum
 - Rescue from mines*
 - Confined spaces
 - Use of BA
 - Charging of BA cylinders and use of oxygen
 - Lifting equipment
 - Fall from height
 - Driving
 - Vehicle pedestrian interaction
 - Machinery plant and equipment
 - Electricity
 - Etc.

Steps 6 and 7 – Review and Audit

Part - Review and Audit																												
Project Area	Resp Person	Week Number																										Comments
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	
Critical Hazard Indicators																												
Review the Indicator																												
Modify in line with work																												
Agree with senior management																												
Role Out																												
Roles and Responsibility																												
Review the Roles and Responsibility																												
Modify in line with work																												
Agree with senior management																												
Role out																												
Periodic Audit																												
Fatal Hazard Controls																												
Electrical Isolation																												Illustration only
Energy Sources																												Illustration only
Working at Height																												Illustration only
Confined Spaces (including atmospheres)																												Illustration only
Lifting and Cranes																												Illustration only
Surface Fire and Hot works																												Illustration only
Stacking and Storage of Materials																												Illustration only
Mobile Plant																												Illustration only
Major Hazard Controls																												
Fire																												Illustration only
Explosion																												Illustration only
Mass Transport																												Illustration only
Ground Control																												Illustration only
Crush																												Illustration only
Sluffs and Winders																												Illustration only
Surface Structures																												Illustration only

Review

- The review is used in two areas:
 - Major Hazard and Fatal Hazard Indicators, ensuring that these capture all the information from the formation of the standards and the document review
 - An update of the roles and responsibilities to ensure that these are updated to reflect the requirement of the standards

Audit

- Creating a repeatable audit from the standard
- Going into the workplace and observing the application of the standard
- Making any recommendations for improvements or changes

The link to competence

Step 1 – Conduct a high level bow tie

Step 2 – Develop the key performance indicators

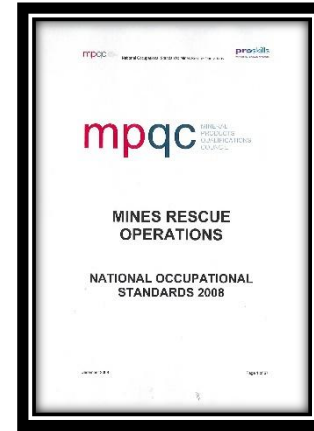
Step 3 – Work with management to embed

Step 4 – Review and produce the control documents

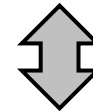
Step 5 – Introduce the controls through education

Step 6 – Review and refine the KPIS

Step 7 – Audit the system

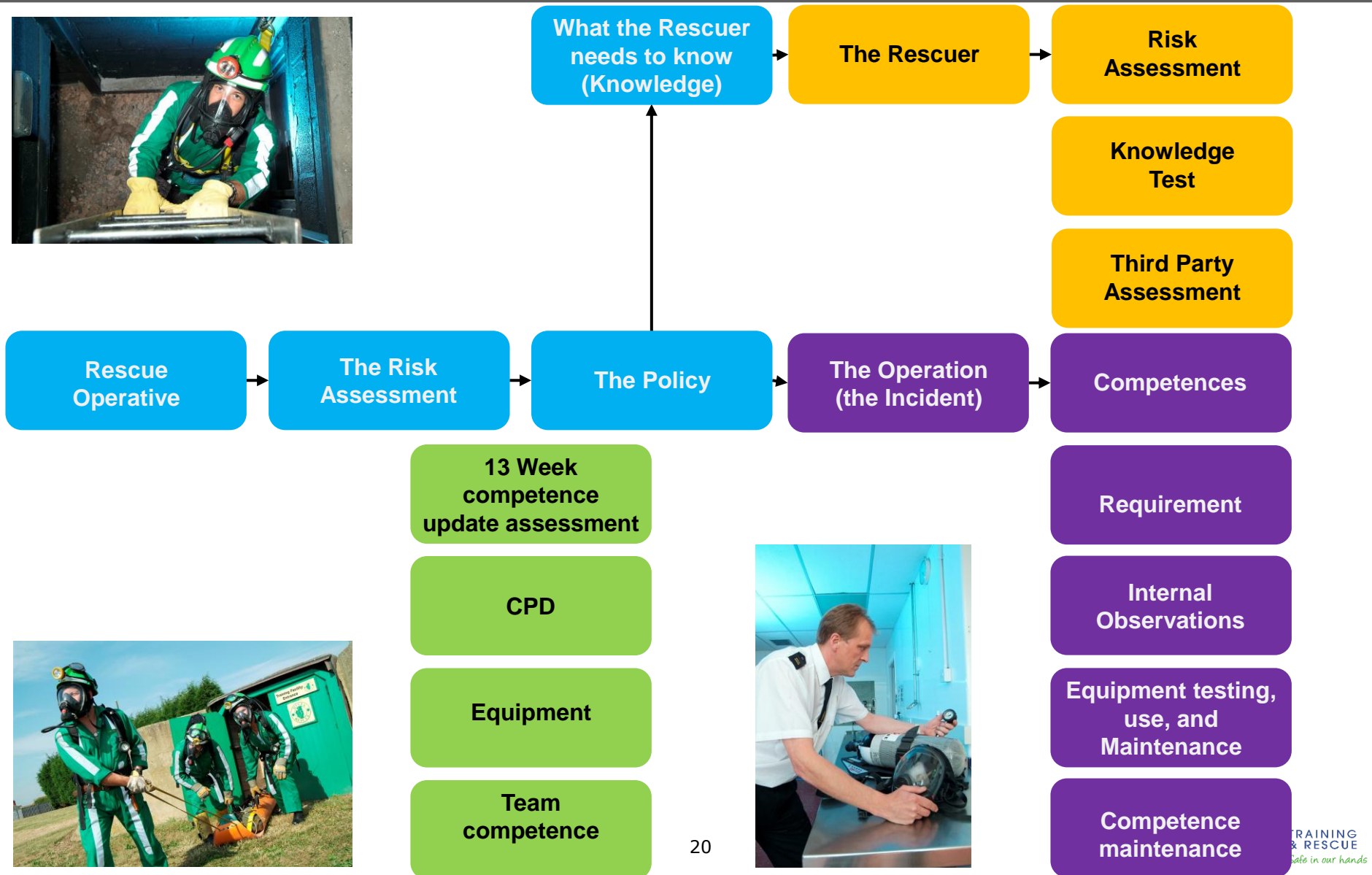


The development of a competency management and assessment system

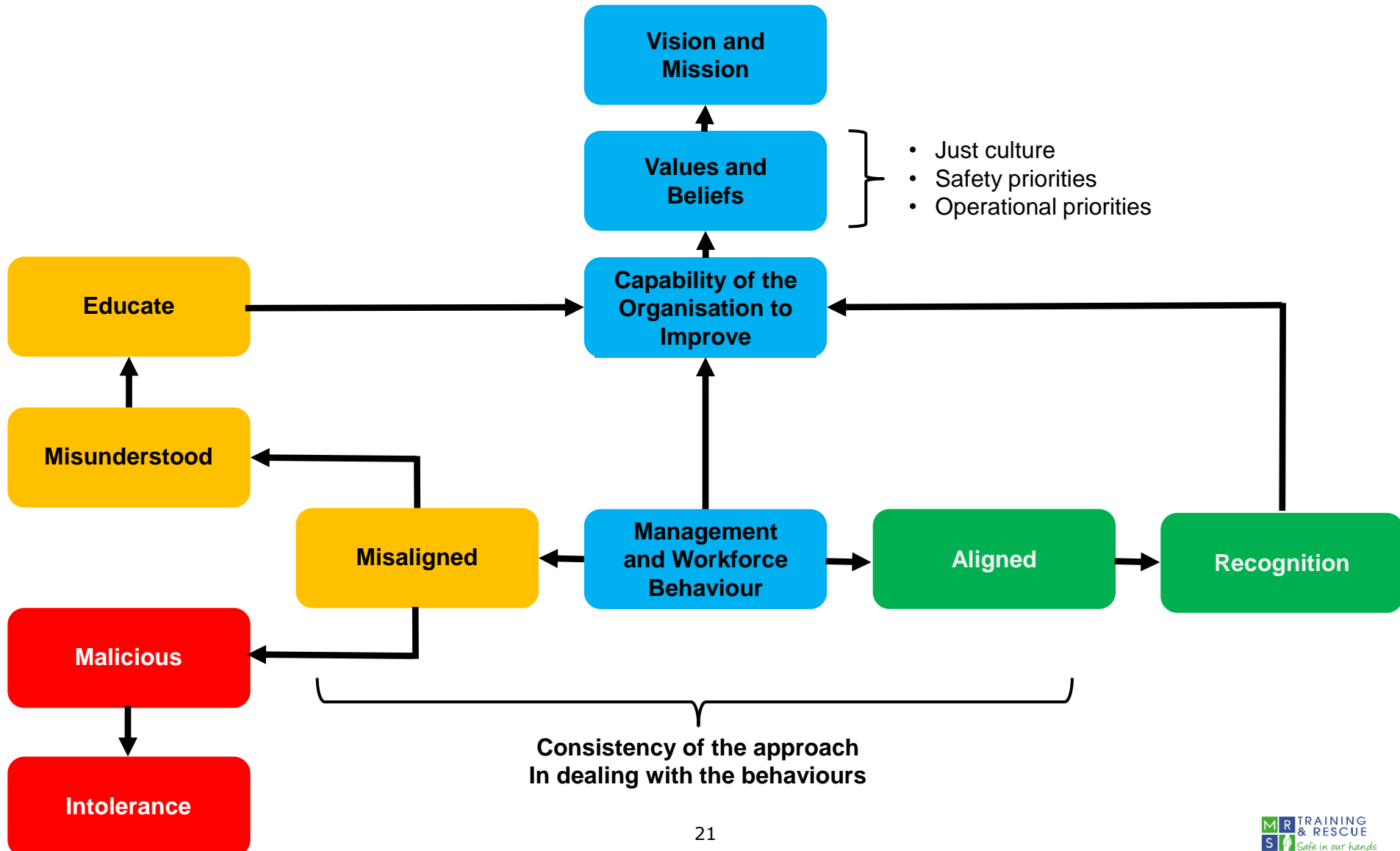


Consider the effectiveness of the competence development

Link to competence and control



The importance of creating the correct behaviour



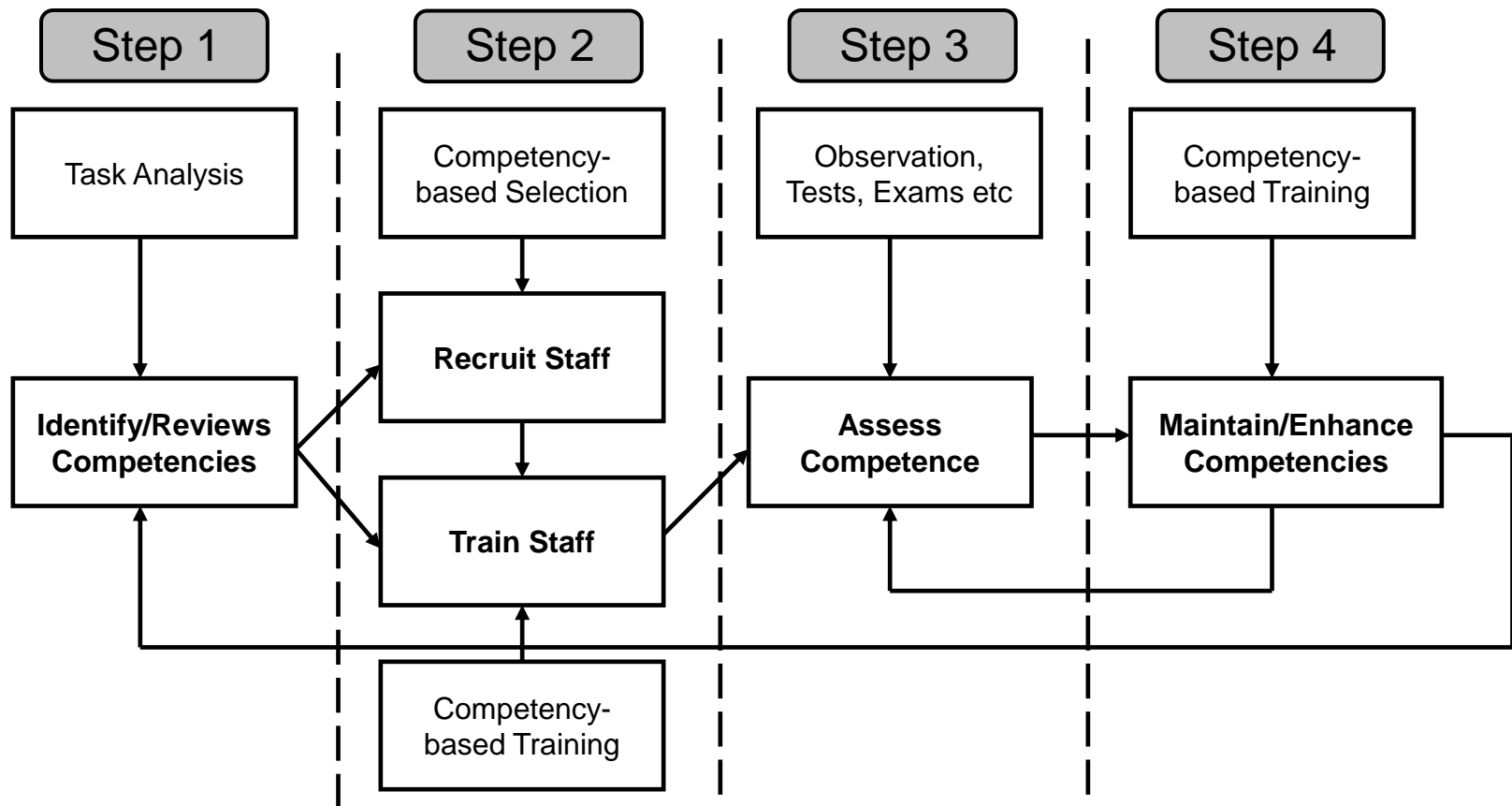
MRS competency management

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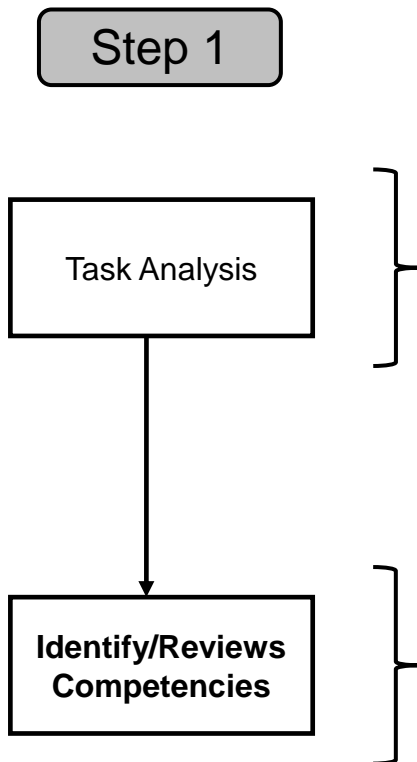
Job title		Basic Competences for job role									
	Mines Rescue Worker	Be able to ensure safety in the mining environment									
	Rescue Officer	Understand how to ensure safety in the mining environment									
	Confined space rescue worker	Be able to confirm correct working practices									
	Mine Entry Inspection Engineer	Understand how to set up efficient working practices									
	Surface Hazard Engineer	Be able to identify, monitor and control emergency hazards.									
	Team Leader	Know and understand how to fully monitor and control emergency hazards									
		Be able to inspect and use breathing apparatus and equipment	NA								
		Understand how to respect and use working apparatus and equipment	NA	NA	NA	NA	NA				
		Be able to maintain and test breathing apparatus and equipment	NA								
		Understand how to maintain and test breathing apparatus and equipment.	NA	NA	NA	NA	NA				
		Be able to assist in firefighting	NA								
		Know and understand how to be able to assist in firefighting	NA	NA	NA	NA	NA				
		Be able to save and preserve endangered life	NA								
		Know and understand how to save and preserve endangered life	NA	NA	NA	NA	NA				
		Be able to seal and unseal mine areas	NA								
		Know and understand how to seal and unseal mine areas	NA	NA	NA	NA	NA				
		Be able to provide leadership in area of responsibility	NA	NA	NA	NA	NA				
		Know and understand how to provide leadership in area of responsibility	NA	NA	NA	NA	NA				
		Be able to manage rescue operations	NA	NA	NA	NA	NA				
		Know and understand how to manage rescue operations	NA	NA	NA	NA	NA				
		Be able to deal with mine surface incidents	NA	NA	NA	NA	NA				
		Know and understand how to deal with mine surface incidents	NA	NA	NA	NA	NA				
		Be able to manage resources	NA	NA	NA	NA	NA				
		Know and understand how to manage resources	NA	NA	NA	NA	NA				
		Be able to carry out mine entry inspections	NA	NA	NA	NA	NA				
		Know and understand how to carry out mine entry inspections	NA	NA	NA	NA	NA				

- Aiming to develop competency tables for the various job roles
 - Major and Fatal Hazards associated with these job roles
- These will form part of the competency framework
- To be able to conduct any of the major or fatal hazard role/task, you would be required to be able to demonstrate competency
- Ultimately aim to have this in an automated records system that will prompt:
 - Refreshers
 - Audit
 - Peer review

Competence Management



Competence Management



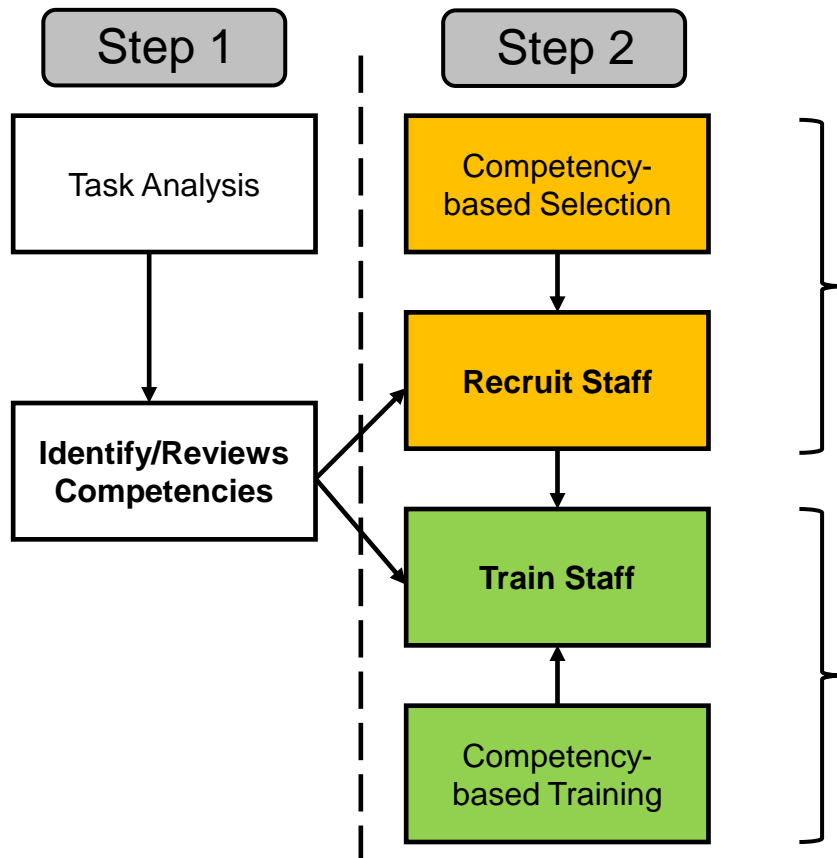
Task Analysis

- What are the tasks that are normally carried out
- MRS the range of work that the people are engaged in is becoming more diverse
- Determine what the priority tasks are for the business (those with the most significant risk placed as the highest priority) [major or fatal hazard]
- Identify the correct way for the task to be completed

Identify and Review Competency

- Identify who might be involved in the task
- What are the key controls that need to be in place to reduce risk
- Construct the competencies for each role that is/ might be involved in the task
- Define a standard to which the individual needs to be trained an assessed

Competence Management



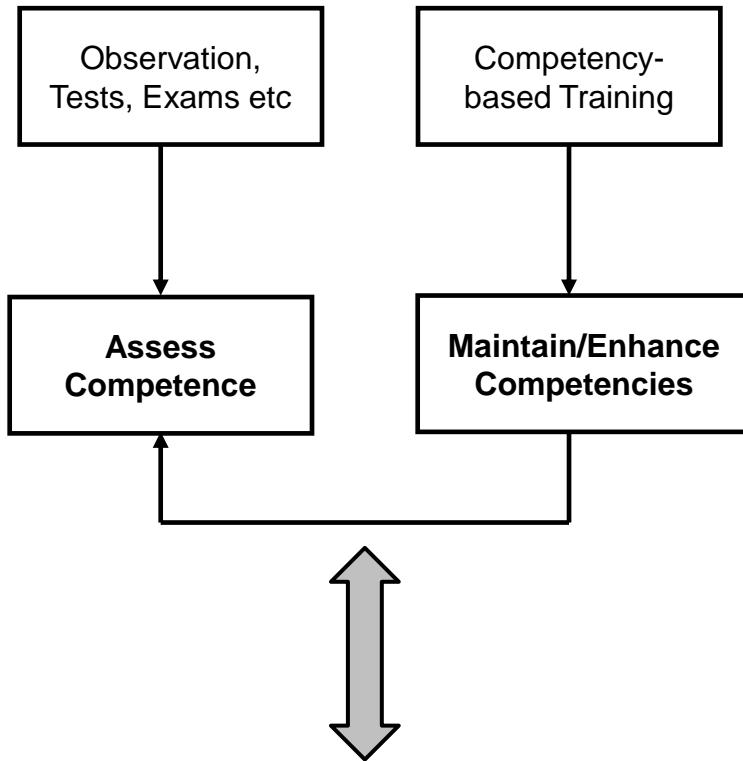
The New MRS

- Seeing a higher turnover of people
- Starting to see new people coming in to the business
- The skills that the individuals require is becoming more diverse
- Selection is becoming a key element to ensuring our new recruits will make the progress required

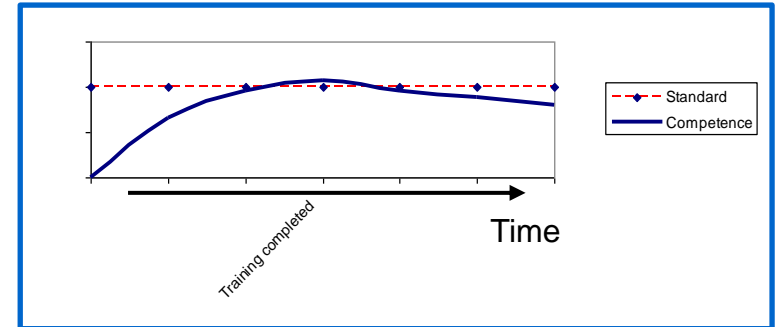
The old Mines Rescue Service

- Traditionally MRS has retained staff over long periods
- This poses risk and benefits;
 - People believe they are competent through experience and time, and can be reluctant to train
 - People are competent and through training and practice have honed the skills they need
- Have the ability to pass that knowledge on to people new to the organisation

The impact of time on training and competence



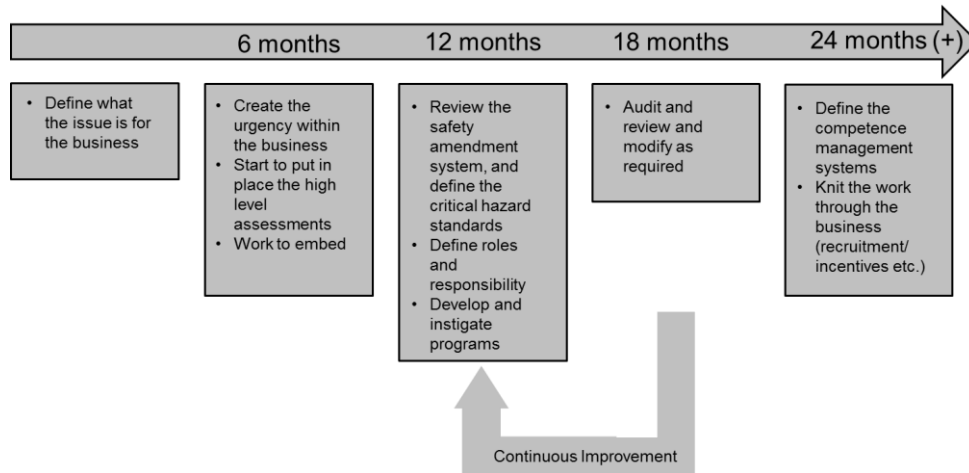
- Observation
- Simulation
- Testimony
- Evidence of work
- Questioning/discussion



Striking the appropriate balance

- Understand that competence reduces over time
- The business needs to define the training and assessment regime
- It needs to have a process when its employees don't meet the required standard
- It has to allow the time to effectively maintain existing competence and develop new ones that support the safe operation and growth of the business

Summary



Approach

- MRS believes that this represents a realistic approach
- MRS believes that this represents a reasonable time line
- If all elements are completed, with or without the assistance of MRS, it would deliver a change in thinking and approach at all levels

Potential Issues

- Risk that organisations want to 'cherry pick' or vary the order that things are done in
- From an MRS perspective, we can do this, however it makes the foundations more difficult to put in place
- If the engagement piece is not right, the risk is that they become nice documents on a book shelf



Other risks– The MRS Approach

Middle level –Task Based Assessment

Routine and Non-Routine Task Planning

Objectives;

- To develop the expectations around the safe way to complete a task
 - Guidelines
 - Job plans
 - Standard operating procedures

Responsibilities

- The **operator** has to make sure that there are enough people (management level) available to administer the system
- The **manager** has to make sure that the controls relative to the operations risk are developed, and that people carrying out the task understand how the controls are applied
- The **regulator** checks the effectiveness and understanding of the controls

Examples

Underground

- The systematic setting of support
- The safe use of conveyors
- The operation of the transport system

Surface

- The safe use of welding equipment
- Rules for operating plant and machinery

Mines Rescue

- The safe storage and transport of pressurised cylinders
- The safe charging of oxygen
- Procedures for testing the effectiveness of the BA

Mainly design and engineering considerations

MRS approach to task based risk assessment

Step 1 – Identify the Hazards

Step 2 – Determine who might be harmed

Step 3 – Apply the hierarchy of controls

Step 4 – Produce the documented risk assessment

Step 5 – Produce the Safe System of Work

Step 6 – Review the Risk Assessment

WHS-147
May 2012

MRS Site Ref No: _____

E = Employees C = Contractors P = Public V = Visitors CS = Client Staff

Risk No.	Hazard	Hazard effect	Initial assessment				Risk control measures	Residual risk		Applicable to Operation (to single operation, repeat task)	
			Not affected by incident	Exposure	Severity	Frequency		Exposure	Severity		Frequency
1	Explosive atmosphere Specified Risk										
2	Flammable substance Specified Risk										
3	Toxic gas/fume or vapour/emission Specified Risk										

Legend:
 - Very Low - not a risk, no action required
 - Low - minor risk, if any, low level of control
 - Medium - moderate risk, if any, low level of control
 - High - significant risk, if any, low level of control
 - Very High - major risk, if any, low level of control

Assessment of residual risk:
 - Very Low - not a risk, no action required
 - Low - minor risk, if any, low level of control
 - Medium - moderate risk, if any, low level of control
 - High - significant risk, if any, low level of control
 - Very High - major risk, if any, low level of control

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Lowest level–Point of Work Assessment

On the job Assessment (Point of Work)

Objectives;

- To allow the supervisor and operators to have a very simple way of reviewing how a job is to be done
- To provide a mechanism to allow thinking time

Responsibilities

- The **operator** to make sure that there are adequate people trained to do this type of assessment
- The **supervisor/ person** to use the process to consider the job or any changes and how they might impact

Simple principles;

- Identify what it is that can hurt me? **[hazard]**
- How might that thing hurt me? **[hazard effect]**
- How can I stop it? **[control measures]**
- What is the level of risk remaining?

Examples

Underground

- Unloading materials
- Lifting something

Surface

- Lifting something

Mines Rescue

- xxx

Mainly about the behaviour
of people in the workplace

Onsite and Near Hit Reporting

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TAKE FIVE

PRE JOB RISK ASSESSMENT
TAKE FIVE TO ENSURE THAT YOU
AND YOUR TEAM HAVE
CONSIDERED THE "WHAT IF"

IF A JOB CAN NOT BE DONE
SAFELY - THEN DON'T DO IT!

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PRACTICAL RISK ASSESSMENT MR TRAINING & RESCUE

Think through the job that is to be done systematically.
Think of the potential for accidents.

List all the main **HAZARDS** that will be encountered:
For example – irrespirable atmosphere, falling from height, stumbling and falling, moving vehicles, electricity etc.
A HAZARD is something with the potential to cause harm, something with potential to cause an accident.

Then decide on the **HAZARD EFFECT** for each hazard.
e.g. Electricity could be fatal.
Falling from height could result in a fracture or death.
Stumbling and falling could result in sprains, cuts or bruises.

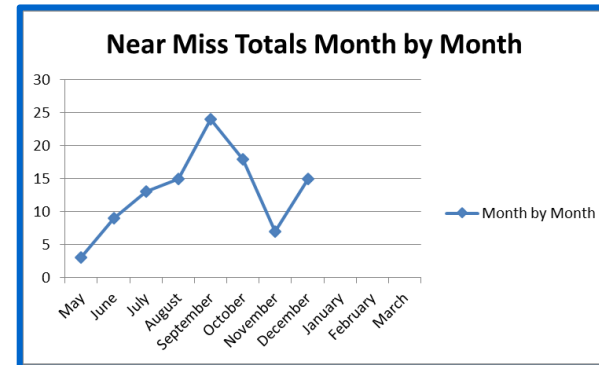
You are judging the most likely injury should an accident be caused by that particular hazard.

Then, again taking each hazard in turn, list the **CONTROLS** for each hazard.
These are the measures that need to be in place to ensure that an accident does not take place.
e.g. for electricity - isolate power before starting
for work at height - fall arrest/restraint systems
for stumbling and falling - good housekeeping

TALK to others, **LISTEN** to their comments and ideas and make sure they understand the dangers. Implement the control measures that have been agreed and work to procedures that may be in place.

Ideally the risk assessment should be done **BEFORE** the work starts.

IF IN DOUBT, or require further information, **ASK** for advice.



- All operators now have a pocket book for carrying out on site risk assessment and reporting near misses
- Trained in what is required
- Targets have been set for each site for the reporting of near misses

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NEAR MISS REPORT FORM

REPORT ALL NEAR MISSES
REGARDLESS OF HOW SMALL OR
INSIGNIFICANT THEY MAY SEEM

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NEAR MISS REPORTING MR TRAINING & RESCUE

NEAR MISS DEFINITION

An unplanned event that did not result in injury, illness or damage but had potential to do so, only a fortunate break in the chain of events prevented injury or damage.

CONSIDERATIONS WHEN REPORTING A NEAR MISS

- Do I need to report it immediately?
- Can I do anything to stop it happening again?
- Do I have to do anything to make the area safe?

REPORT ALL NEAR MISSES
REGARDLESS OF THE NATURE