

## Appendix 8– QHSE Guidance Templates

### RMP (Risk Management Plan)

RMP (Risk Management Plan)		Requirement	Minimum Response
Introduction	Objectives		
	Risk Management Method	Provide details of what internal processes are in place to monitor the performance of your SHE management system	You should detail how you conduct internal monitoring of compliance with organisational requirements, at what frequency these activities are conducted, who completes them, and how this is communicated through to the senior management team.
	Overall Responsibility	Provide details of what role you will be taking as defined by CDM 2007	You should understand the defined duties as laid out in CDM 2007, and what role that it will fulfil
		Provide details of how you will manage your duties	You should describe how it intends to fulfil its duties and ensure on-going compliance.
Accreditation	Provide details of system accreditation status, certificates, audit dates, etc.	You should provide a summary of the external verification of your management systems to: ISO 14001 – environmental management OHSAS 18001 – occupational health and safety management Include copies of certificates of accreditation, date of last surveillance audit and also a summary of findings.	
HSE Policy and Strategy	General	Provide a copy of your Safety, Health and Environmental policy statement (if these are divided into Health and Safety, and Environment, provide both).	Signed and dated (within the past 12 months) policy statement(s) that clearly sets the basis by which the organisation operates.
	Risk Acceptance Criteria		
Organisation and Responsibility	Organisation	Provide a copy of your HSE organisational chart.	This should clearly show who is ultimately responsible for HSE and how this cascades down through the team at all levels.
		Provide details of the procedural arrangements developed to control your activities	You should provide a clear overview your Safety, Health and Environmental management system, including how it is structured, maintained and reviewed to ensure on-going suitability, practical examples of relevant procedure documents should be provided as an example.

		Provide details of external SHE resources procured by the organisation	Provide details of external resources available to the project team, either support from other areas of the business (other divisions, group companies, etc.) or the use of specialist external consultants.
	Key Personnel	Provide details of the key SHE competences held within the organisation	Outline the skills, experience and knowledge held within your teams – this can be supplemented by the supply of relevant CV's
	Responsibilities	Provide details for specific SHE roles and responsibilities.	This should clearly set out the duties of each role towards managing/delivery of SHE compliance.
		Provide details of how these competences are maintained	Outline the management arrangements that are in place to maintain the competencies of the key personnel (as stated previously), including who is responsible for the maintenance of these skills (HR, employee, line manager, etc.)
	Project Description		
	Objects, Operations and Potential Risk Category		
	Process Activities (Contractor Selection)	Provide details of your supplier selection process, including mandatory requirements, and sample templates	You should provide details of the whole process. Include information on how this is managed, who reviews the data, if scoring benchmarks are applied, etc. You should have a robust process for the selection of competent suppliers, including pre-qualification assessment of suitability, review of arrangements and control procedures, risk assessment and management processes
		Provide details of your minimum standards that you require your contractors to adhere to	You should indicate if contractors are required to adhere to the organisations minimum standards of code of conduct, supply details.
		Provide details of the process applied to the practical management and on-going monitoring of the contractors activities	Outline how contractors will be managed whilst on site, including site inductions, checking competencies and skills cards, use of suitable PPE and RPE, adhering to site control (permit to work, no smoking, etc.), monitoring performance, etc. The organisation should have on-going audit and inspection programmes, Health and Safety inductions, alerts and updates.

		Outline how you will develop and maintain suitable means of communication	You should be able to outline a clear process for how communications will be handled to ensure maintenance of safety standards and the on-going development of clear lines of communication including contractor forums.
Process, Risk Identification and Risk Reducing Activities	General Activities	Provide details of your hazard identification process	You should outline their HAZID process, including risk workshops, compilation of risk registers, pre-start site inspections, collation of design risk assessments, etc., and how this is all drawn together.
		Provide details of how the hazard identification process links through to the design risk assessment stage, and in the creation of practical control measures.	You should be able to outline how all the relevant information is captured and how this is then used to either engineer out risk, or develop suitable control measures such as following a risk assessment (hierarchy of control) approach to risk management.
		Provide details how this process will be managed, when will it be reviewed and how will lessons learnt be applied for a practical control process	You should detail how this process will be managed in a clear and concise manner, who will be responsible for the management and maintenance of the process, how information will be communicated and how the lessons from failure events (accident, incidents, near-hits, non-conformities, dangerous occurrences, etc.), will be incorporated into the risk management process.
	Risk Identification & Reduction Activities	Provide detail on how you collate failure data (accident, incident, near-hit, nonconformity to standards, dangerous occurrences, etc.)	You should outline how it collects and collates information, and how it facilitates the gathering of data from sites.
		Provide details of your investigation process	You should provide details of how investigations are instigated or triggered, who conducts them and what happens to the findings.
		Provide details of how you develop preventative actions and apply lessons learnt to future practical control measure review processes	You should be able to describe the approach to applying learning from failure events, what steps are taken to communicate findings, develop preventative measures, etc.
Close Out Report			
Failure Data For all Organisations, Joint Venture	Provide failure event (accident, incident, near-hit, dangerous occurrences, nonconformities, etc.) statistics for the past five years.	Provide data for each of the past five years (the term incident includes environmental incidents).	
	Provide your accident frequency rate for each of the past	Use the HSE method. Number of reportable events/hours	

	Members and Consortia	five years.	worked x 100000 = AFR
		Provide details of all enforcement action taken by regulators against you in the past five years (including prosecutions, prohibitions and abatement notices)	List all enforcement action for the past five years, including reason for the action being taken and the extent of the action
		Provide details of the measures that you have taken to prevent reoccurrence of failure events	You should be able to describe the steps taken to prevent further failure events and programmes applied to reduce overall trend.
	Employee Welfare	Provide details on how you identify project specific employee welfare requirements	You should understand the requirements for adequate employee welfare arrangements and be able to describe what processes are in place to identify needs, apply controls and monitor suitability.
		Provide details of your induction arrangements	You should be able to describe how you induct employees into the business and specific projects, and what arrangements are in place for contractors and site visitors
		Provide details of your occupational health, health surveillance and employee assistance programmes	You should understand what is meant by occupational health and health surveillance, and employee assistance programmes, how these are managed and the extent of the provision
Significant Design & Construction Risks	Construction and O&M Safety	Provide details of how you will manage the safe operation of the construction (or deployment) phase of the project	You should be able to describe how the practical construction/deployment activities will be managed in a 'safety first' approach, and what controls will be applied to ensure the safe construction/deployment of the devices/project
		Provide details of the inspection arrangements that will be implemented	Outline the project specific inspection requirements that will be applied to the construction/deployment phase, WHAT – WHO – WHEN.
		Provide a summary of how the O&M phase of the project will be controlled	You should be able to outline the control measures that will be applied to the O&M phase of the project
<b>Notes</b>	Crown Estate requirements highlighted with blue text		

## PEP (Project Execution Plan)

PEP (Project Execution Plan)		Requirements and Suggested Content
Project Description		
Organisational Chart		
Project Structure - Scope of Work	Personnel Responsibilities	
	Worksite Changes to Approved Procedure	
	Equipment List	
Installation Preparation	Mobilisation	
	Schedule	
	Trials	
Marine Operations Plan	Scope	
	Objectives	
	Marine Operations Key Personnel, Roles and Responsibilities	
	Harbour/Port Information	
Installation Methodology	General Overview	
	Specific Operation Overview	
Weather & Tidal Planning	Purpose	
	Scope	
	Deployment Opportunities	
	Weather Forecasting	
Lifting/Drilling or Other Operations	Personnel	
	Equipment List	
Demobilisation Plans	Task Procedure	
	Schedule	
	Personnel Responsibilities	
	Health & Safety	
	Worksite Changes to Approved Procedure	
	Equipment List	
Operational Contingency Plans	Vessel Run Off	
	Adverse Wave and Tidal Conditions	

**ERP (Emergency Response Plan)**

<b>ERP (Emergency Response Plan)</b>		<b>Requirements and Suggested Content</b>
Purpose		
Scope		
Nature of Incidents and Level of Response	Level 1	
	Level 2	
	Level 3	
Organisation		
Responsibilities	Emergency Response Coordinator	
	Vessel Masters	
Raising the Alarm	Level 1	
	Level 2	
	Level 3	
Emergency Response Procedures	Man Over Board	
	Fire & Explosion	
	Personnel Injury or Medical Evacuation	
	Adverse Weather Procedure	
	Penetration of Sea Bed	
	Mooring Failure/ Device Excursion	
	Environmental Response Plan	
Post Incident Reporting		
Training & Drills		
Emergency Response Communications & Control Chart		
Emergency Contacts		

## EMP (Environmental Management Plan)

<b>(EMP) Environmental Management Plan</b>		<b>Requirements and Suggested Content</b>
Introduction	Commitment to Environment, Health and Safety	
	Purpose of the Environmental Management Plan	
	Project Description	
	Maintenance of the EMP	
Responsibilities and Training	Roles and Responsibilities	
	Environmental Management and Communications	
	Training and Orientation Requirements	
	Environmental Orientation Training	
	Additional Training and Communication	
Summary of Key Environmental Issues	Marine Habitat	
	Marine Species at Risk	
	Intertidal Habitat (Wetlands, Watercourses, Fish and Fish Habitat)	
	Terrestrial Species at Risk	
	Socio-Economic and Cultural Environment	<ul style="list-style-type: none"> <li>• Commercial Fishing</li> <li>• Archaeological and Heritage Resources</li> </ul>
Environmental Protection Procedures (EPP)	Construction and Decommissioning	<ul style="list-style-type: none"> <li>• Generic Mitigation Measures and Best Management Practices                             <ul style="list-style-type: none"> <li>○ Generic Best Management Practices</li> <li>○ Sediment and Erosion Control Plan</li> </ul> </li> <li>• Site Preparation (Surveying, Clearing, Grubbing, Grading and Topsoil Stripping)</li> <li>• Marine Construction / Decommissioning Activities                             <ul style="list-style-type: none"> <li>○ Watercourse Access Installation and Removal</li> <li>○ Watercourse Crossing</li> <li>○ Turbine Device Installation and Removal</li> </ul> </li> </ul>
	Operations and Maintenance	
Waste Management	Introduction	
	Waste Management	
	Equipment Refuelling and Hazardous Materials Management	
Environmental Monitoring	Compliance Monitoring	

	Additional Baseline Monitoring	
	Environmental Effects Monitoring (EEM)	<ul style="list-style-type: none"> <li>• Governance and Reporting</li> <li>• Project Site Monitoring – FORCE</li> <li>• Monitoring by Individual Turbine Developers</li> <li>• Summary of Environmental Effects Monitoring for Baseline, Project Site and</li> <li>• Turbine Sites</li> <li>• External Research</li> </ul>
Contingency, Emergency and Complaint Response Plans	Spills	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• General Contingency Procedures (Terrestrial)</li> <li>• Onshore Spill Response Procedure</li> <li>• Marine Spill Response Procedure</li> </ul>
	Vessel Collision	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Vessel Collision Contingency Procedures</li> </ul>
	Fires	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Fire Contingency Procedures</li> </ul>
	Archaeological Monitoring and Contingency Plan	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Heritage and Archaeological Discovery Contingency Procedures</li> </ul>
	Erosion Control Failure	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Erosion Control Failure Contingency Procedures</li> </ul>
	Contingency Planning for Severe Weather and Ice	<ul style="list-style-type: none"> <li>• Weather</li> <li>• Waves</li> <li>• Sea Ice</li> <li>• Onshore Facilities</li> </ul>
	Complaint Response Plan	
Incident Reporting		
Contact List		



## QHSE (Quality, Health Safety and Environment) Plan

QHSE Plan		Requirements and Suggested Content
Introduction	Project Description	
	Organisational Chart	
	Scope of Work	
	QHSE Policy	
QHSE Goals	Achieving the Goals	
Company QSE Compliance		
QHSE Expectations	Leadership & Accountability	
	Risk Assessment & Effective Management	
	People, Training & Behaviour	
	Working with Subcontractors & the Client	
	Equipment Design & Construction	
	Management of Change	
	Information & Documentation	
	Crisis & Emergency Management	
	Incident Analysis & Prevention	
	Assessment, Quality Assurance and Improvement Process	
Key QHSE Processes for Continued Improvement	Delivering High Quality QHSE	
	Human Error	
	Equipment Failure	
	QHSE Risk Management	
	Crisis and Emergency Management	
	Incident Reporting	
	QHSE Performance Targets	
	QHSE Reporting Definitions	
	Health Management	
Purpose of the QHSE Management Plan	Maintenance of the (QHSEMP)	
	Documentation	
Project QHSE Objectives		

Responsibilities and Accountability	Project Organisation	
	Sub-Contractors and Subcontractor Management	
	Equipment & Service Suppliers	
	All Project Personnel	
QHSE Meetings	Pre-Mobilisation Project QHSE Briefing	
	Health, Safety & Environment Protection Induction	
	Tool-Box QHSE Briefings	
Ensuring Zero Incidents	Zero Incidents	
	Managing Risk	
	Hazard Identification (HAZID) and Risk Analysis	
	Modification of Procedures	
	Audit and Verification Process	
	Competence Assurance	
Emergency Response		
Safety Observation Report (SOR)		
Safe Work Practices	Permits to Work (PTW)	
	Drug & Alcohol Policy	<b>Drug, Alcohol and weapons:</b> All developers shall develop clear policies stating a zero tolerance approach to use and misuse of alcohol, illegal drugs, banned substances and weapons on these programmes. The Drug and Alcohol policy should reference strict prohibition and outline testing parameters and arrangements in safety critical environments.
QHSE Audit & Review	Vessel / Site Management QHSE Review	
First-Aid & Medical Support		
Safety Equipment & Systems	Personnel Protective Equipment (PPE)	
	Lifting Equipment & Procedures	
	Working at Heights	
	Ladders	
	Equipment & Machinery	
QHSE Reporting	Accident / Incident Reporting & Investigating	

QHSE Updates and QHSE Alerts To Workforce	Work-Site QHSE Monitoring and QHSE Audits	
	Daily QHSE Inspections	
	Project QHSE Inspections	
	QHSE Audit Process	
Additional Useful Documentation	QHSE Activity	
	QHSE Inspection Matrix	
	PTW Form	
	Toolbox Talk Check List	
	Daily Report Sample	
	Safety Observation Report Form	
	Change Control Form	
Accident Report Form		

**De-commissioning Plan (This could form part of the PEP for short deployments)**

<b>Decommissioning</b>	<b>Requirements and Suggested Content</b>
Planned timeframe for removal	
Planned method for removal of moorings and seabed debris	All equipment should be removed from the seabed.
Contingency plans in the event of developer liquidation during the lifetime of the deployment.	This could take the form of bonds, parent company guarantees or insurance policies.