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## **PROJECT HEALTH & SAFETY MANAGEMENT**

VERSION NUMBER: 1.3

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### **INTRODUCTION**

This policy aims to make the management of health and safety risks an integral part of the project planning process. The effective management of health and safety is not only a legal obligation but is also often expected by our business and research partners.

All projects, however small, require risk assessment and safe systems of work under the health and safety legislation. This policy is designed for large or complex projects. It provides a means of combining health and safety documentation for the different aspects of the project into a clear management plan. The following questions will help you decide to what extent the policy applies:

- How long will the activity last?
- How significant are the risks to health and safety?
- Will the work involve staff from more than one group either within NERC or, cooperatively, outside the Research Council?
- Will NERC be required to make a formal submission to another organisation as part of tendering or other preparatory exercises? (Note: It is increasingly common for customers to ask for information on our health and safety management arrangements. The Project documentation will provide this information to a professional and consistent standard)
- Will the line management responsibilities, the identification of key managers (including nominated competent persons) and other organisational arrangements be clear to those staff and others who undertake and supervise the work?

**All accidents, incidents and near misses, must be entered into the local accident reporting system.**

**The Project Management procedure covers the health and safety management of large or complex projects, or major projects as defined by the NERC Risk Management Strategy**

## CONTENTS:

- Significant changes in this version:
- Operational procedure
- Roles and responsibilities
- System flow diagram
- What might go wrong? – probable sources of system and individual failure
- Management, monitoring and auditing
- Appendices:
- Appendix I: Using the Project health & safety plan and safety file
- Appendix II: The Project health & safety plan
- Appendix III: The Project health & safety file
- Appendix IV: Link to NERC Risk Management Strategy

### **Significant changes in this version:**

- References to business risk and corporate risk management strategy

## OPERATIONAL PROCEDURE

This procedure formalises project management and organisational arrangements involving both NERC staff and external business or research partners. It also requires compliance with the NERC Risk Management Strategy

It makes GROUP MANAGERS/SECTION HEADS responsible for complying with the policy. The key role in implementing the policy lies with a nominated PROJECT LEADER.

The Project Leader must complete a PROJECT HEALTH & SAFETY PLAN (Appendix II) before work starts. The Plan identifies staff time and other resource needs at an early

Where appropriate it allows the Project Leader to produce the PROJECT HEALTH & SAFETY FILE by completing Appendix III. The file establishes line management responsibility which those involved, from the Director downward, acknowledge by signature. Where the project involves external business or research partners, the documentation is presented to other parties during tendering or other preliminary negotiations.

Effective project management is complementary to all other areas of NERC health and safety policy; the project management policy can only be used alongside other relevant policies

More detailed guidance on the application of this policy is given in Table 1.

**Table 1. Guidance on classifying work as a major project which requires a health & safety file**

Activity	H&S applicable	File not applicable
Project involving use of existing equipment and facilities in a fixed workplace (offices, laboratories, workshops etc) by NERC staff with limited involvement of staff from other NERC groups or external bodies.		√
Project consists of a number of interacting processes, carried out at a number of locations (including fieldwork sites) involving staff from a number of NERC groups or external bodies. Specify whether new equipment or facilities are to be introduced as part of the activity.	√	
Fieldwork led by NERC involving the supervision of staff from external bodies (including students).	√	
Fieldwork activity involving NERC staff being led by an external organisation where clear lines of management responsibility and other key H&S arrangements have been agreed and communicated to NERC staff		√
Commercial activity where NERC is required to work with research or business partners. (including where NERC is formally requested to submit evidence of H&S arrangements during <u>contract</u> negotiations.	√	
Marine operations.	√	
Activities involving NERC staff working overseas (other than short visits to other institutes, the attendance of conference, or other low risk circumstances).	√	

**NOTE.**

In considering whether you need a health and safety file, consider other such as duration of the activity, staff turnover, staff age or experience and the complexity of the management arrangements.

For help in deciding whether an activity warrants treatment as a major project, contact the Research Centre Health & Safety Adviser.

## ROLES AND RESPONSIBILITIES

### **Director of Research Centre: responsible for:**

- supporting positive action by all management levels.
- delegating responsibility to sites/divisions.
- auditing.
- annual reports on safety performance to NERC.

### **Site Director/ Head of Administration/Science Director: responsible for:**

- deciding who will manage projects and keep records.
- delegating specific responsibilities to line managers.
- monitoring the effectiveness of safe systems of work.
- cooperation with auditing.
- annual reports to C/S/L Director on health & safety performance.
- monitoring accidents and near misses, and taking action to deal with them.
- determining if the project should be incorporated in the Corporate Risk Register, via the Director of Research Centre,

### **Division/ Section/ Group/ Unit heads: responsible for:**

- practical management of project.
- training and appointment of competent persons

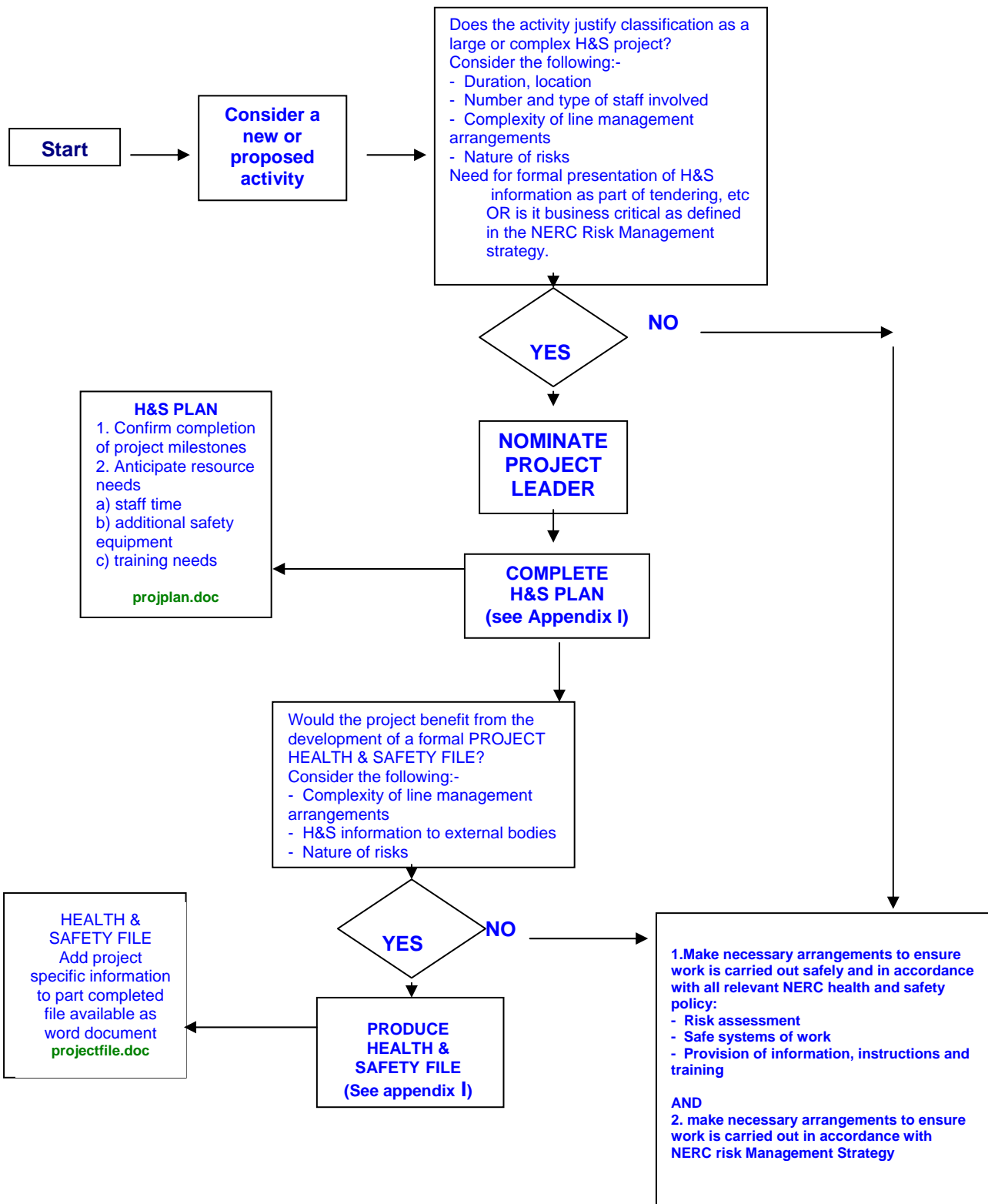
### **Competent persons: responsible for:**

- proving expert advice/services.

### **Staff: responsible for:**

- following management instructions
- minimising risk to themselves and others.

# Project health and safety management - SYSTEM DIAGRAM



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

### Management:

**Lack of co-ordinated Project planning for health & safety:** If there is no co-ordinated plan, there may be different approaches across the project, confusion between managers and uncertainty in staff. This is likely to lead to system failures and leaves the organisation open to criticism or possible prosecution.

**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.

**Mixed messages:** they come from management at all levels. Managers are often unaware of the conflict. If staff are told: “Safety is paramount”, “Deadlines have to be met” **and** “Costs must be kept down”, which do they respond to in practice? If the senior manager is saying “Safety first” but the immediate supervisor is saying “We haven’t time to do that”, who will staff listen to? “Safety must not be allowed to get in the way of science” expressed at any management level, and not countered, can undo months of effort to instill a safety culture. **Remedy** – making managers aware of their inconsistencies, rapid and clear countering of negative messages, leadership by example.

**Pressure from supervisors:** Most likely to affect more junior staff and, particularly, students and casual workers. **Remedy** – senior management support for susceptible staff. Make it clear to supervisors that such pressure is unacceptable. A culture of acting on information given by “whistle-blowers”.

## MAKE SURE THE MESSAGE IS CONVINCING, CONSISTENT AND ENFORCED

### Staff:

**Over-commitment to the job:** Common in self-motivated scientists. **Remedy** – The message is “short-term savings in time can lead to long-term adverse consequences for the individual and the organisation”.

## MANAGEMENT, MONITORING AND AUDITING

### Management:

The management of safety in major projects 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
- Provision of archiving facilities

### Monitoring:

The monitoring of safety in major projects 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, illness, fatigue and near misses
- 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
- Assessing need/further need for inclusion in NERC risk Register

### Auditing:

The auditing of safety in major projects requires:

- Checking that the above documentation is in place
- Certifying that training is adequate and accredited
- Assessing management and staff attitudes by interview
- Comparing expressed attitudes with observed behaviour
- ]Checking compliance with legislation

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## APPENDIX I: USING THE PROJECT HEALTH & SAFETY PLAN AND SAFETY FILE

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The Project health & safety plan and safety file are available to staff as templates which can be completed with specific project details. The templates are shown in appendix ii and iii. This appendix gives guidance on completion of these two key documents. The numbering sequences in this guidance relate to those used in the templates.

### THE PROJECT HEALTH & SAFETY PLAN (Appendix II)

1. This four-page form is completed by the nominated project leader **before work starts**. It lists the following measures which should be taken and signed off by the project leader:-

- Project organisational structure established
- Risk assessments compiled
- Health & safety resources identified
- Risk control plans developed
- Risk control plans implemented
- Project Health & safety File completed (if appropriate)
- Health & safety training completed
- Relevant information provided to staff

### 2. Resourcing

A. Staff time should be allocated for:-

- Risk assessments
- Development of risk control plans;
- Implementation of risk control plans
- Monitoring of risk control plan
- Attendance at safety meetings
- Health & safety training
- Emergency drills or exercises.

B. Needs for new safety equipment must be identified, indicating the source of funds by project code.

C. Requirements for additional health and safety training must be identified – with the application going via Group Managers/Section Heads to the Research Centre Training Co-ordinator.

D. Needs for maintenance or other services should be identified (buildings or equipment maintenance, calibration, decommissioning or disposal, supplies of materials, waste disposal).

### PROJECT HEALTH & SAFETY FILE (Appendix III)

When Table 1 indicates that a file is needed, it is used to record and communicate the health and safety management arrangements of a project.

The Health & Safety File is an extension of the Health and Safety Plan; both are elements of the NERC Project Health & safety Management policy.

The Health & Safety File must be completed and authorised by the signatories listed below (see 1.1 – 1.5) before work starts.

Copies of the Health & Safety File must be made available to all relevant staff.

Where the work involves external business or research partners a copy of the Health & safety File (including the appendices) shall be provided to all other parties before work starts.

## PROJECT DETAILS

Title

Location

Duration

Project description

### 1. AUTHORISATIONS & ACKNOWLEDGEMENTS

Those listed below must sign this document before work starts. By signing, they confirm that the arrangements described in it will be in place, and that they will act reasonably to discharge their own responsibilities.

	Name	Signed	Date
1.1 Research Centre/ Director			
1.2 Assistant/Site Director (s)			
1.3 Group Manager(s)/Section Leaders			
1.4 Project leader			
1.5 Health & Safety Adviser			

### 2. LOCAL HEALTH & SAFETY POLICY

- 2.1 As a component body of the Natural Environment Research Council (NERC), the Research Centre is bound by NERC health and safety policy. It develops detailed health and safety arrangements in order to meet its legal obligations and the expectations of its business and research partners.
- 2.2 The Research Centre recognises its legal obligations under the Health & Safety at Work Act 1974 and all relevant statutory provisions made under it. Its aim is to reduce all risks presented by its activities to tolerable levels.
- 2.3 The Research Centre Director is ultimately responsible to Chief Executive NERC for all health and safety matters; health and safety is a line management responsibility. The specific delegated responsibilities for this project are outlined in part 2.
- 2.4 See copy of Research Centre Statement of health and safety policy and arrangements for further details (Attached as appendix where external parties are involved)
- 2.5 In many cases this project will be run in accordance with other NERC health and safety policies. Where relevant (particularly where external business or research partners are involved) these policy documents should be included as appendices to the Health & Safety File. Project Leaders are responsible for establishing which policies apply.

### 3. ORGANISATIONAL ARRANGEMENTS

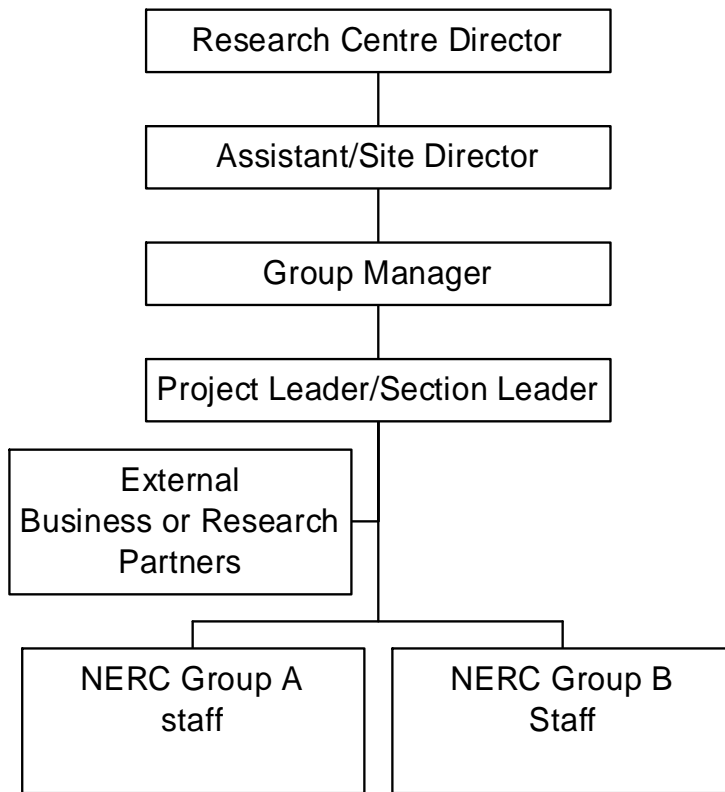
This section sets out the organisational arrangements for this project. If project management arrangements will span more than one division or group, the Assistant Director should allocate line management responsibility. Where a project involves external business or research partners these must be included in the formal project management structure.

#### 3.1 Example of Organogram of project management structure

{modify organisational chart accordingly}

## Health & safety management organisation

Project title:



### 3.2 Project staff list

The following named staff will be working on the project.

### 3.3 Nominated competent persons

- 3.3.1 Project Leader
- 3.3.2 First-Aider
- 3.3.3 Radiation Protection Supervisor
- 3.3.4 Safety Adviser
- 3.3.5 Specify others if necessary (eg Diving Officer, Biological Safety Officer etc)

### 3.4 Health and safety training

All staff involved in the project have sufficient knowledge and experience of the work and its health and safety aspects. The table below summarises health and safety training relevant to the project {Provide details where appropriate }

Staff name	Health and safety training	Comment

### 3.5 Arrangements for consultation between management and staff

- 3.5.1 The project leader will consult management, project staff, and (where appropriate) external business or research partners about significant aspects of the health and safety management arrangements any significant changes are made.
- 3.5.2 Staff involved in the project should inform their line manager about health and safety problems. Where this approach fails these matters should be raised at the relevant Health and Safety Committee.
- 3.5.3 Where a project site is controlled by another employer, the Project Leader must ensure that NERC staff are adequately represented at the site health and safety committee.

## 4. RISK ASSESSMENT

### 4.1 Duty to undertake risk assessments

In accordance with NERC policy, the Project Leader must ensure that all risks to health and safety are assessed before staff are exposed to them. Risk assessments should use the model set out in NERC Risk Assessment and Risk Management Procedure. Assessments may refer to existing generic assessments or be specific to the project.

### 4.2 Summary of significant findings

The following table summarises the main elements of the risk assessments for this project. For further details refer to the assessment records from which this summary was drawn. Unless the risk is negligible, copies of these records should be attached to this document as appendices.

Hazards	Overall evaluation of the risk	Summary of control measures

**5. RISK CONTROL**

**5.1 Method statements**

{Include details – list and attach key documents as appendices if necessary}

**5.2 Emergency arrangements**

{Include details}

**6. MONITORING ARRANGEMENTS**

**6.1 Active monitoring**

**6.1.1 Site inspections**

{Give details of the type and frequency of inspections, audits or other in-situ monitoring that will be undertaken to maintain health and safety conditions}

**6.1.2 Document checks**

{ Give details of the type and frequency of inspections of health and safety

documentation}

### 6.1.3 Maintenance, examinations & testing

{Indicate the type, frequency and details of maintenance activities – eg portable electrical equipment testing, lifting equipment examinations}

## 6.2 Reactive monitoring

### 6.2.1 Accident reporting

Accident reporting is an important means of assessing the effectiveness of risk control measures. We will try to ensure that all accident, incidents, and near-misses are recorded. Accidents will be reported as follows: \_

a) accidents which happen on a NERC site or during remote fieldworking will be recorded in the relevant **SITE ACCIDENT BOOK**.

b) if the project is being undertaken on a non-NERC site the Project Leader should maintain a **PROJECT ACCIDENT BOOK** for the duration of the project. Entries into this book must be copied to the Centre/ Survey/Site for inclusion in the site accident statistics.

c) any accident or incident at a non-NERC site shall be reported to the home site by phone or fax within 24 hours.

d) where an accident or incident is reportable to the Health & Safety Executive under the *Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR) Regulations*, the Project Leader will send the Research Centre Health & Safety Adviser a written report including statements from witnesses as soon as possible after the event.

e) the Research Centre Health & Safety Adviser will ensure all accidents related to this project are included in quarterly returns made to NERC.

### 6.2.2 Accident investigation

In accordance with NERC policy ALL accidents, incidents or near misses must be investigated immediately after the event. The Project Leader is responsible for ensuring the investigation is carried out. The following details must be recorded:-

a) who was injured (or at risk in the case of a near miss)

b) when the incident took place

c) where the incident took place

d) statements on probable causes and other key facts from witnesses and others

e) details of immediate management actions to prevent recurrence

### 6.2.3 Post-accident risk assessment

Following all but the most trivial of accidents, the Project Leader must check the relevant risk assessment to confirm it remains valid. The Project Leader must carry out a specific post-accident risk assessment if injury, damage, or other serious loss resulted.

## 7. Appendices as required

## PROJECT HEALTH AND SAFETY PLAN

1. Project Leaders should use this document to identify health and safety needs related to the project, and to schedule the key stages of the health and safety arrangements.

<b>Project title:</b>	
<b>Location:</b>	
<b>Intended start date:</b>	
<b>Project leader:</b>	

<b>Project Milestones</b>	<b>Planned completion date</b>	<b>Signed off by Project Leader (indicate date)</b>
<b>Project organisational structure established</b>		
<b>H&amp;S risk assessments completed</b>		
<b>Health &amp; safety resources identified</b>		
<b>H&amp;S risk control plans developed</b>		
<b>Risk controls implemented</b>		
<b>Project Health &amp; Safety File completed (if required)</b>		
<b>Health &amp; safety training completed</b>		
<b>Relevant information provided</b>		
<b>Other</b>		

## 2. RESOURCING

Use the following sections of the form to identify resources needed to implement the health and safety plan.

### A) Staff time

Indicate the staff time which has been allocated to ensure all necessary health and safety arrangements will be in place at all stages of the project

Activity	Man-days allowed	Comments
Risk assessments		
Developing risk control plans		
Implementing risk control plans		
Monitoring risk control plan		
Safety meetings		
Health and safety training		
Emergency drills or exercises		
Other		

### B) Requirement for new safety equipment

The following new equipment will be needed to undertake the project safely {List the items of safety related equipment, including personal protective equipment, or where relevant state NONE}

Equipment	Indicate source of funds by project code	Comments

## C) Requirement for additional health and safety training

IMPORTANT NOTE: Request health and safety training via the local training officer .

Health & safety training required	Member(s) of staff

## D) Requirements for maintenance or other services

List foreseeable maintenance, calibration, decommissioning or other services necessary throughout the project.

Say whether NERC staff or external contractors will supply these services.

Maintenance or other service	Frequency	Service provider

## ANY OTHER RELEVANT COMMENTS

**PROJECT HEALTH AND SAFETY FILE**

Project title:

Location:

Date:

DETAILS

- 1. AUTHORISATIONS & ACKNOWLEDGEMENTS
- 2. LOCAL HEALTH & SAFETY POLICY
- 3. ORGANISATIONAL ARRANGEMENTS
  - 3.1. Organogram of project management structure

3.2. Project staff list

3.3. Nominated competent persons

3.4. Health and safety training

Staff name	Health and safety training	Comment


3.5. Arrangements for consultation between management and staff

4. RISK ASSESSMENT

4.1. Duty to undertake risk assessments

4.2. Summary of significant findings

Hazards	Overall evaluation of the risk	Summary of control measures

5. RISK CONTROL

5.1. Method statements

5.2. Emergency arrangements

6. MONITORING ARRANGEMENTS

6.1. Active monitoring

6.1.1. Site inspections

- 6.1.2. Document checks
- 6.1.3. Maintenance, examinations & testing
- 6.2. Reactive monitoring
  - 6.2.1. Accident reporting
  - 6.2.2. Accident investigation
  - 6.2.3. Post-accident risk assessment

7. APPENDICES

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The Health & Safety File is an extension of the Health and Safety Plan; both are elements of the NERC Project Health & safety Management policy.

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Where the work involves external business or research partners a copy of the Health & safety File (including the appendices) shall be provided to all other parties before work starts.

PROJECT DETAILS

- Title
- Location
- Duration
- Project description

8. AUTHORISATIONS & ACKNOWLEDGEMENTS

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	Name	Signed	Date
8.1 Research Centre/ Director			
8.2 Assistant/Site Director (s)			
8.3 Group Manager(s)/Section Leaders			
8.4 Project leader			
8.5 Health & Safety Adviser			

9. LOCAL HEALTH & SAFETY POLICY

- 9.1 As a component body of the Natural Environment Research Council (NERC), the Research Centre is bound by NERC health and safety policy. It develops detailed health and safety arrangements in order to meet its legal obligations and the expectations of its business and research partners.
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- 9.3 The Research Centre Director is ultimately responsible to Chief Executive NERC for all health and safety matters; health and safety is a line management responsibility. The specific delegated responsibilities for this project are outlined in part 2.
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- 9.5 In many cases this project will be run in accordance with other NERC health and safety policies. Where relevant (particularly where external business or research partners are involved) these policy documents should be included as appendices to the Health & Safety File. Project Leaders are responsible for establishing which policies apply.

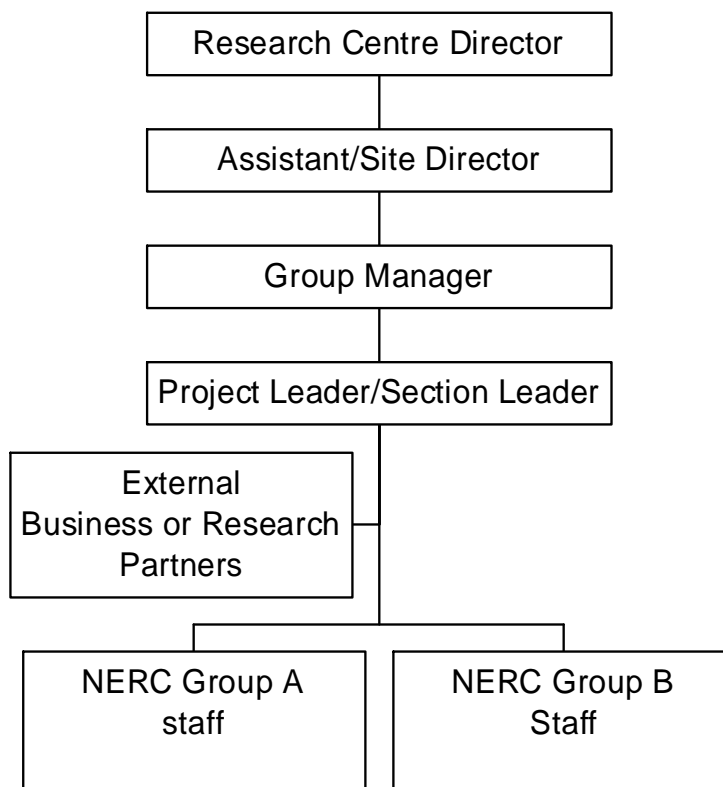
10. ORGANISATIONAL ARRANGEMENTS

This section sets out the organisational arrangements for this project. If project management arrangements will span more than one division or group, the Assistant Director should allocate line management responsibility. Where a project involves external business or research partners these must be included in the formal project management structure.

10.1 Example of Organogram of project management structure

{modify organisational chart accordingly}

Health & safety management organisation  
Project title:



10.2 Project staff list

The following named staff will be working on the project.

10.3 Nominated competent persons

10.3.1 Project Leader

10.3.2 First-Aider

10.3.3 Radiation Protection Supervisor

10.3.4 Safety Adviser

10.3.5 Specify others if necessary (eg Diving Officer, Biological Safety Officer etc)

10.4 Health and safety training

All staff involved in the project have sufficient knowledge and experience of the work and its health and safety aspects. The table below summarises health and safety training relevant to the project {Provide details where appropriate }

Staff name	Health and safety training	Comment

10.5 Arrangements for consultation between management and staff

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10.5.3 Where a project site is controlled by another employer, the Project Leader must ensure that NERC staff are adequately represented at the site health and safety committee.

## 11. RISK ASSESSMENT

### 11.1 Duty to undertake risk assessments

In accordance with NERC policy, the Project Leader must ensure that all risks to health and safety are assessed before staff are exposed to them. Risk assessments should use the model set out in NERC Risk Assessment and Risk Management Procedure. Assessments may refer to existing generic assessments or be specific to the project.

### 11.2 Summary of significant findings

The following table summarises the main elements of the risk assessments for this project. For further details refer to the assessment records from which this summary was drawn. Unless the risk is negligible, copies of these records should be attached to this document as appendices.

Hazards	Overall evaluation of the risk	Summary of control measures

## 12. RISK CONTROL

### 12.1 Method statements

{Include details – list and attach key documents as appendices if necessary}

### 12.2 Emergency arrangements

{Include details}

## 13. MONITORING ARRANGEMENTS

### 13.1 Active monitoring

#### 13.1.1 Site inspections

{Give details of the type and frequency of inspections, audits or other in-situ monitoring that will be undertaken to maintain health and safety conditions}

#### 13.1.2 Document checks

{ Give details of the type and frequency of inspections of health and safety documentation}

#### 13.1.3 Maintenance, examinations & testing

{Indicate the type, frequency and details of maintenance activities – eg portable electrical equipment testing, lifting equipment examinations}

### 13.2 Reactive monitoring

#### 13.2.1 Accident reporting

Accident reporting is an important means of assessing the effectiveness of risk control measures. We will try to ensure that all accident, incidents, and near-misses are recorded. Accidents will be reported as follows: \_

a) accidents which happen on a NERC site or during remote fieldworking will be recorded in the relevant **SITE ACCIDENT BOOK**.

b) if the project is being undertaken on a non-NERC site the Project Leader should maintain a **PROJECT ACCIDENT BOOK** for the duration of the project. Entries into this book must be copied to the Centre/ Survey/Site for inclusion in the site accident statistics.

c) any accident or incident at a non-NERC site shall be reported to the home site by phone or fax within 24 hours.

d) where an accident or incident is reportable to the Health & Safety Executive under the *Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR) Regulations*, the Project Leader will send the Research Centre Health & Safety Adviser a written report including statements from witnesses as soon as possible after the event.

e) the Research Centre Health & Safety Adviser will ensure all accidents related to this project are included in quarterly returns made to NERC.

### **13.2.2** Accident investigation

In accordance with NERC policy ALL accidents, incidents or near misses must be investigated immediately after the event. The Project Leader is responsible for ensuring the investigation is carried out. The following details must be recorded:-

- a) who was injured (or at risk in the case of a near miss)
- b) when the incident took place
- c) where the incident took place
- d) statements on probable causes and other key facts from witnesses and others
- e) details of immediate management actions to prevent recurrence

### **13.2.3** Post-accident risk assessment

Following all but the most trivial of accidents, the Project Leader must check the relevant risk assessment to confirm it remains valid. The Project Leader must carry out a specific post-accident risk assessment if injury, damage, or other serious loss resulted.

## 14. Appendices as required

## **APPENDIX IV: NERC Risk Management Strategy**

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