

The logo for SCAPA ENERGY, featuring the company name in a bold, sans-serif font. To the right of the text is a stylized arrow icon composed of three segments: a blue segment at the top, a white segment in the middle, and an orange segment at the bottom, all pointing to the right.

# **Process Safety Leadership Gap Assessment Industry Data 2022 to 2025**

Scapa Energy is an independent assurance partner to the energy and high-hazard industries.



Scapa are members of OEUK, sit on the OITG workgroup and are working with the Hazardous Industries on building capability in **Process Safety Leadership**

Scapa Co-Chair the **Process Safety Leadership workgroup** helping Step Change:

*"Achieve a sustainable improvement in **Process Safety Leadership** to prevent Major Accidents".*

# Industry adopted the Principles of Process Safety Leadership in 2019 Scapa set out to work with OEUK members to present back to industry

*“Industry has stepped up and embraced the challenge ...greater collaboration and engagement with peers”*



**Duty Holders**



Today, we will present our findings and recommendations for next steps

**Regulator**

**Independent Assurance**





# 8 Principles of Process Safety Leadership

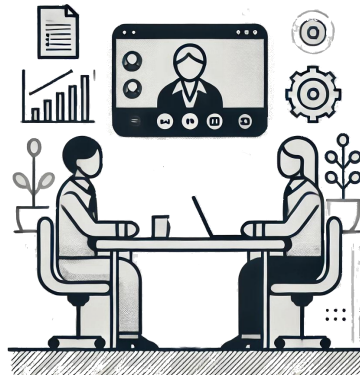
15 Engagements, 3 re-visits

17 Questions

22 group discussions

189 one-on-one discussions

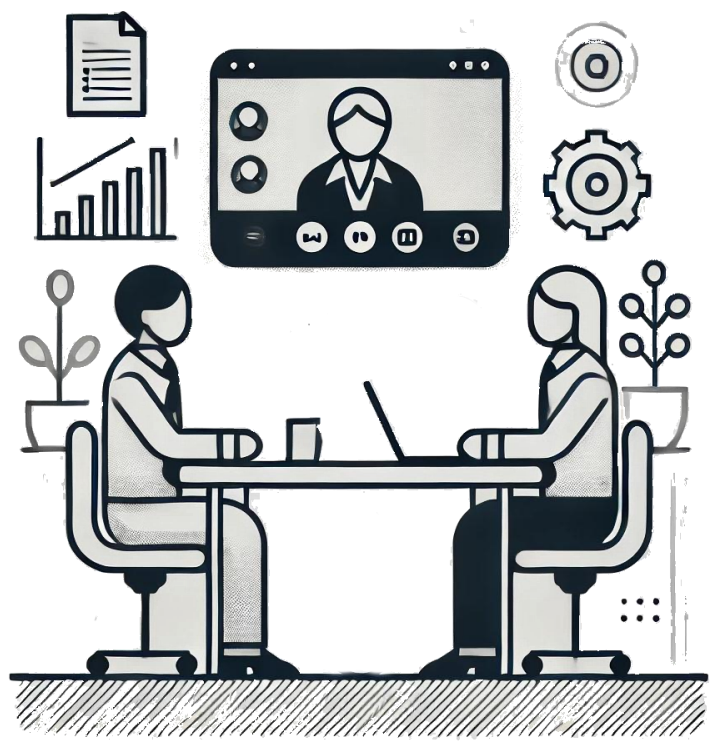
Over 500 hours so far...





# 17 Questions

GM MD CFO Board Members  
Directors Managers CEO Engineers  
Operations Supply Chain  
Drilling Wells HSE Finance  
Safety Reps Engineering  
Assurance Projects  
OIMs  
Supervisors Technical Authorities



We do not score “red bad” / “green good”  
Instead, we rate awareness and confidence with the topic

*What do you understand by the term “Process Safety”?*

We had many open, flowing conversations. Thank you!

Very aware, can confidently articulate the principle, can provide strong examples.

*Dark blue. 5 gold stars.*

Good awareness, knowledge and understanding, can provide strong examples

*Light blue. Good. Strong. A standard to aim for.*

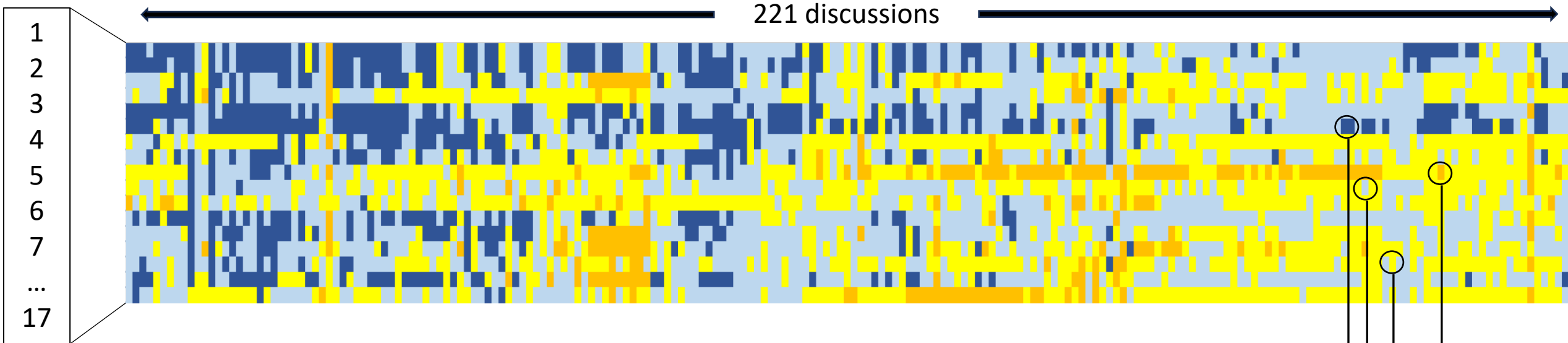
Some awareness and knowledge, not able to articulate confidently or provide strong examples

*“Err.. I think it means this...”  
“Yes... I did see something about that”*

No, or very limited, awareness and knowledge, not able to provide clear examples

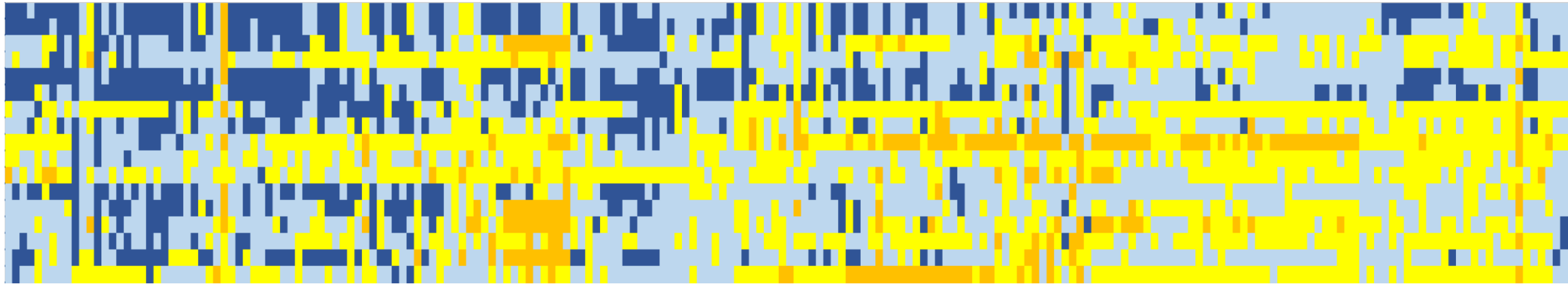
*“I don’t know” “No idea” “Not heard of that”*

Results from asking 17 questions. We've built a sizeable database.  
Each column is 1 discussion. Each row is one question





Results from asking 17 questions  
Caveats, clarifications and perspective.



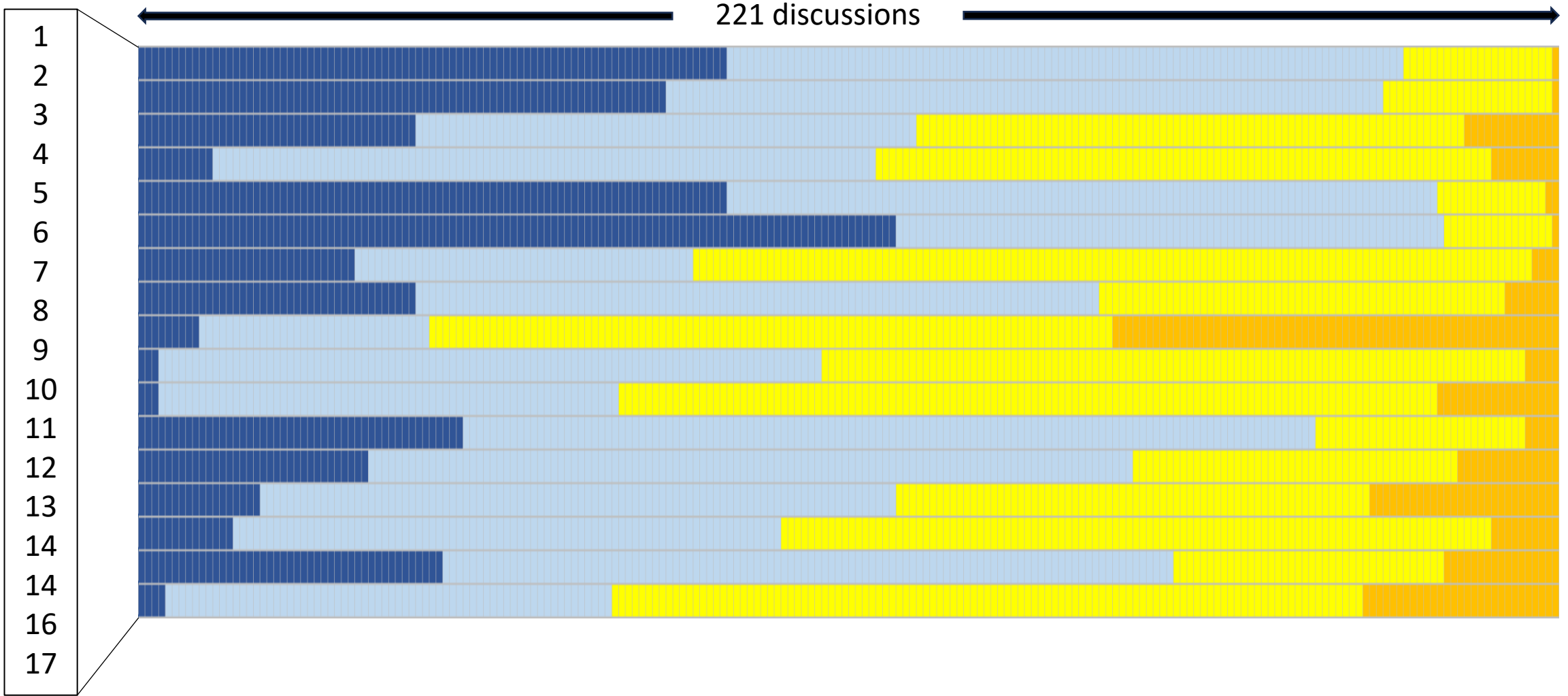
The data is a **snapshot baseline**, before recommendations and improvement commitments.

Half of the participants **later went through an inspection** with the Health and Safety Executive.

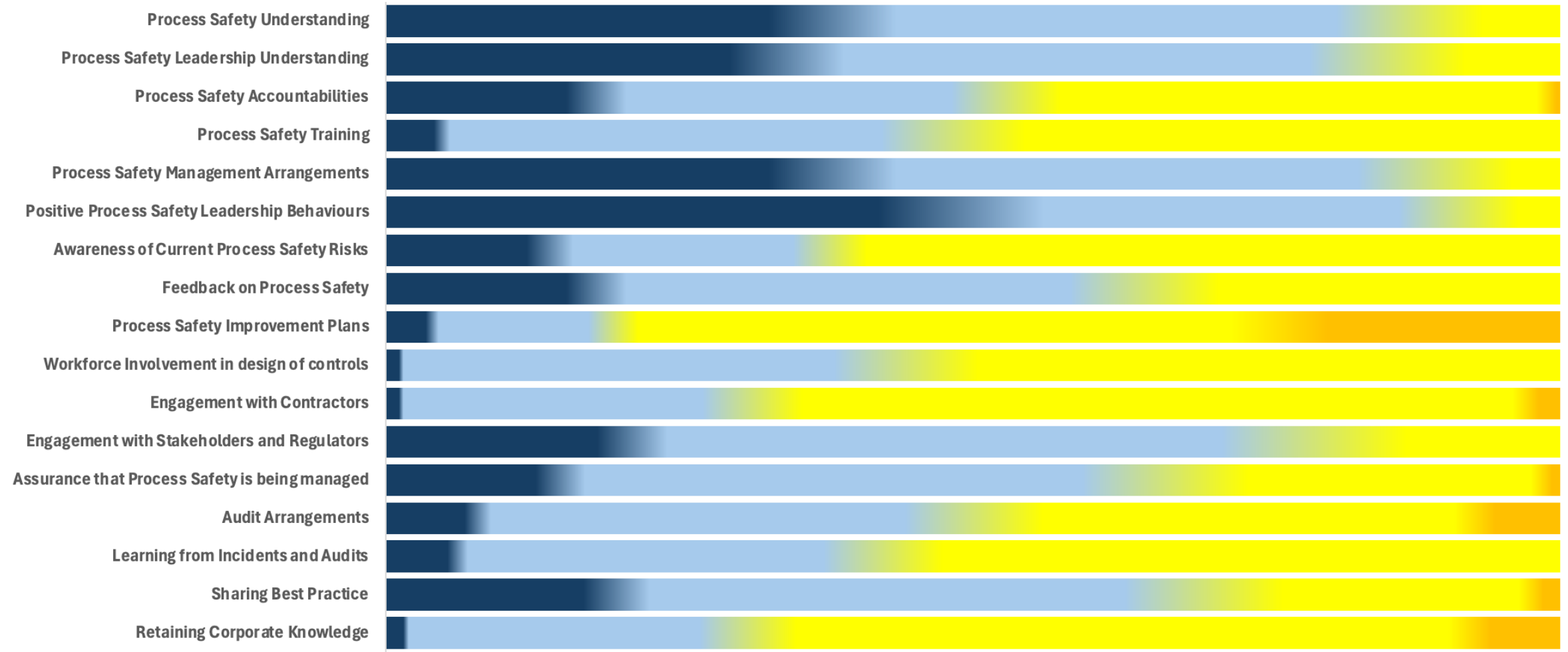
**Revisits have shown improvements** over the three years, as well as several **changes in organisation**

There is **tremendous strength** in every discipline, **somewhere** in industry

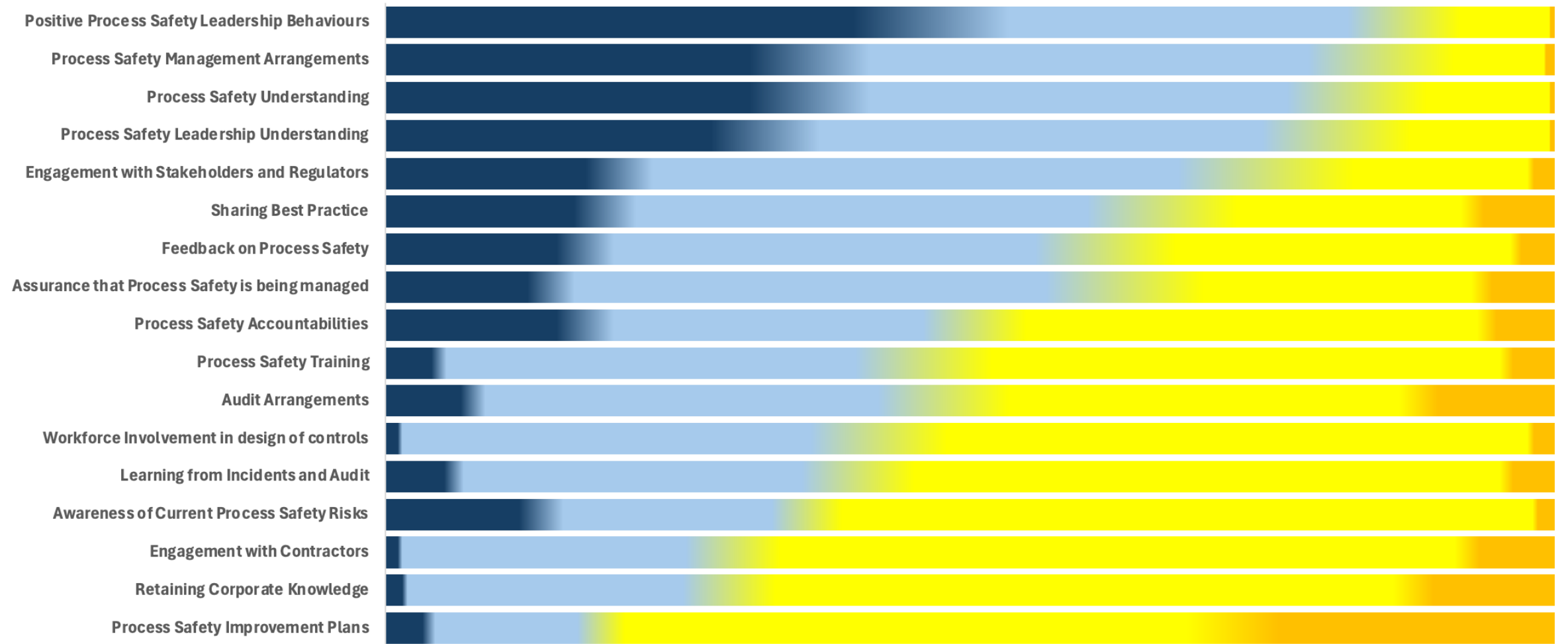
Results from asking 17 questions – sorted horizontally by strength of answer



# Results from asking 17 questions Everyone - The Scapa "Heatmap" of Process Safety Leadership



# Results from asking 17 questions, Everyone Sorted vertically for most Positive Themes

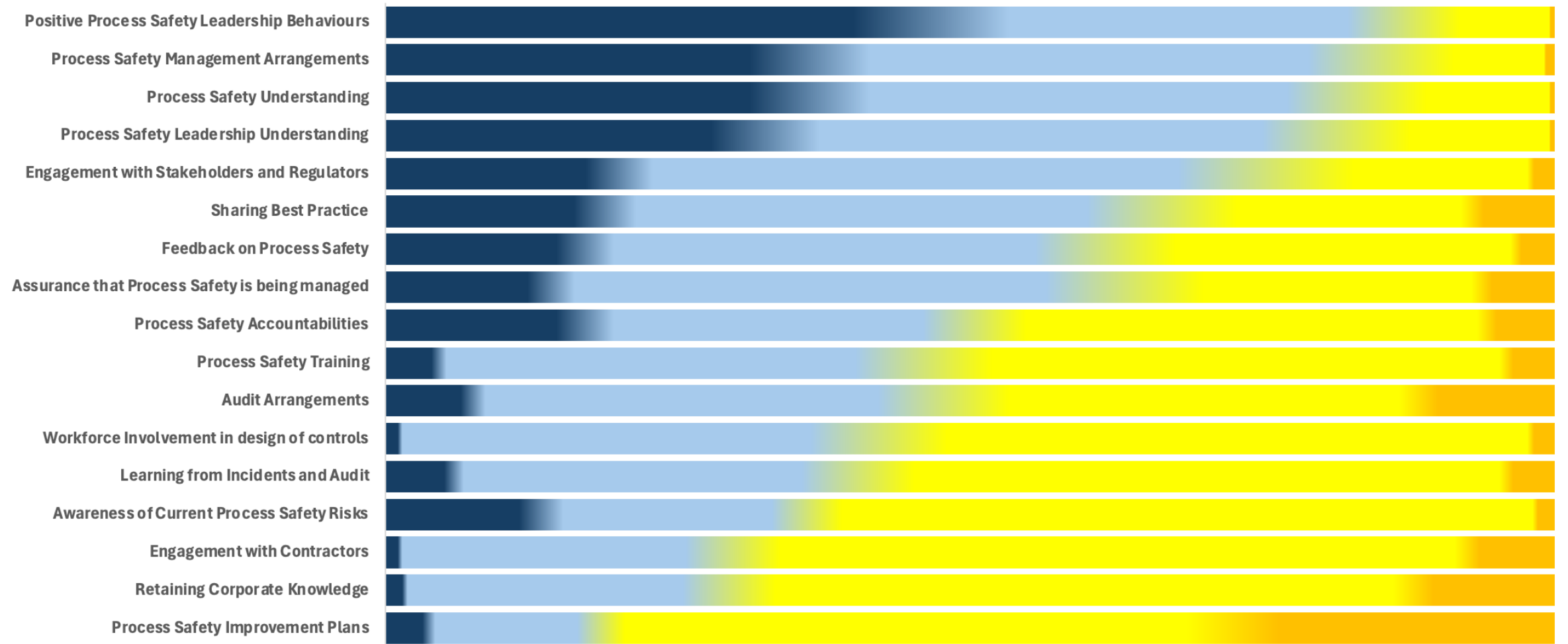


# Results for Everyone – Most Positive Themes



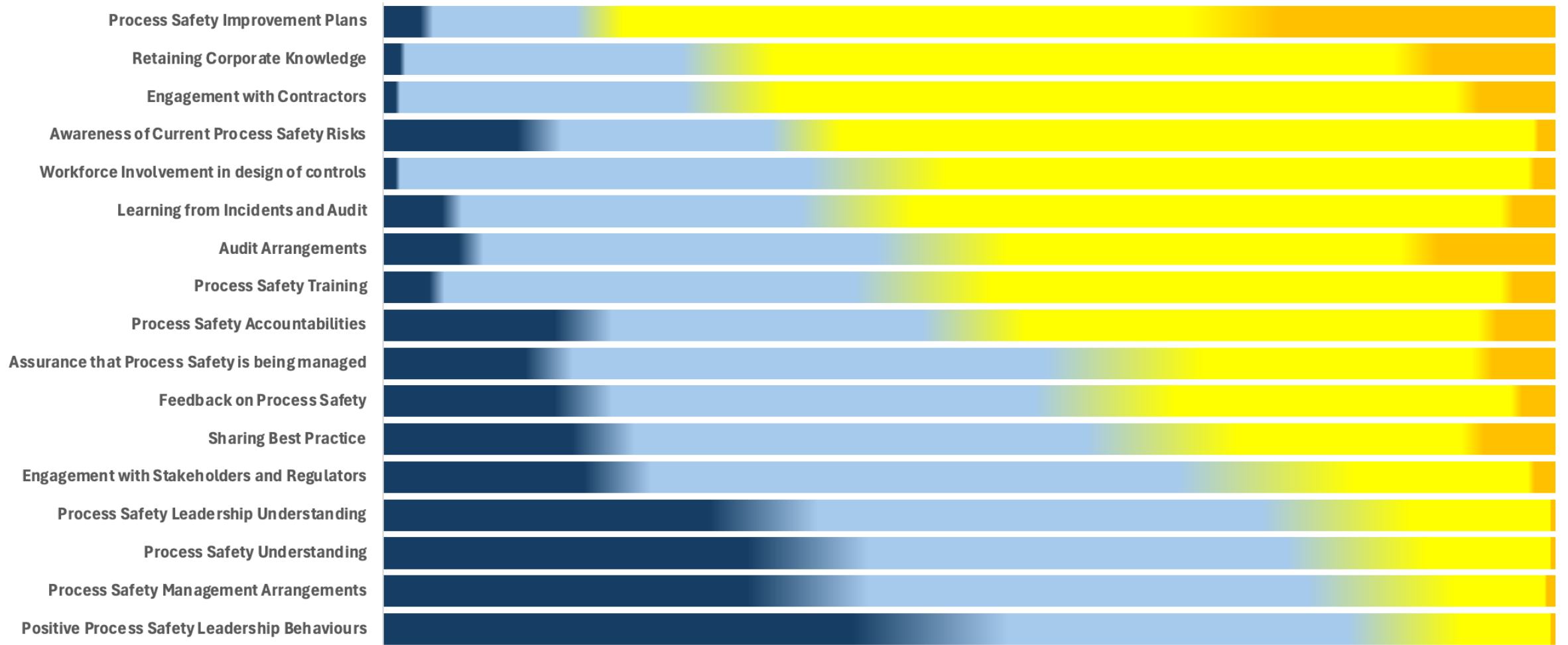
- 1 Consistently good examples of positive Process Safety Leadership **behaviours**
- 2 Good understanding of MAH barriers and the **arrangements** in place to manage process safety
- 3 Good understanding of Process Safety being **Major Accident prevention through barrier strength**
- 4 Good understanding of what we mean by **Process Safety Leadership** beyond ‘talking about it’

# Results from asking 17 questions, Everyone Sorted vertically for **Most Positive Themes**

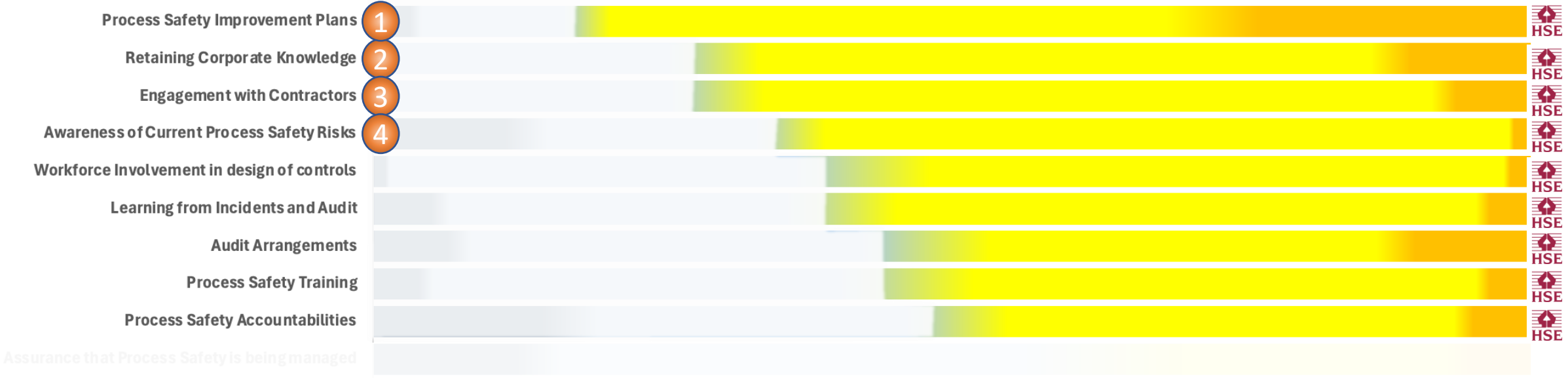




# Results from asking 17 questions, Everyone Sorted vertically for **Least Positive Themes**



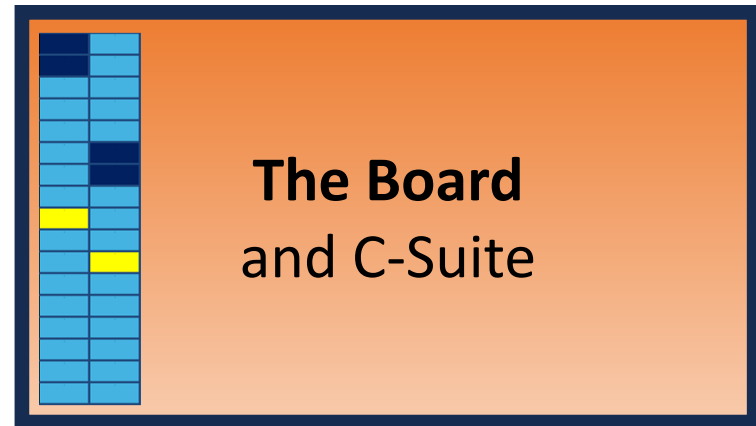
# Everyone – Least Positive Themes – aligned with HSE findings



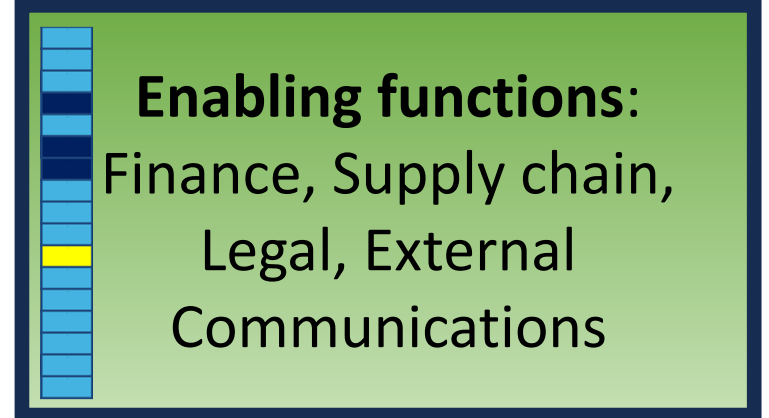
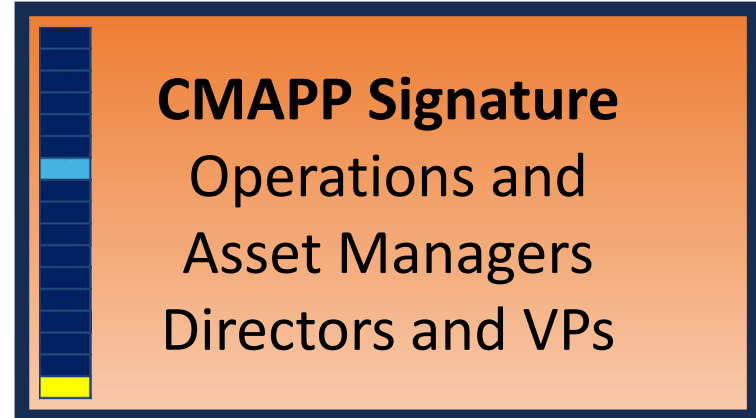
- 1 **Process Safety Improvement Plans (PSIP)**
- 2 Management of **organisational change**, vacancies, stand-ins, step-up **process safety risk**
- 3 **Barriers your company has outsourced** to a 3<sup>rd</sup> party – how is the Process Safety risk managed?
- 4 What are the top five **process safety risks** in your business right now, and how are they managed?

One size does not fit all...

We can look at Heatmaps against the principles by role and by function



Where is the strength and depth?



The bars represent the single strongest set of answers given over 3 years



This is what good looks like – the strongest set of answers in each role

Even in the best of the best ...there are three areas for improvement



Swiss cheese model?

	Board Member	CFO	Legal Council	Supply Chain Mgr	HR Manager	HSE Director	Technical Director	HSE Director	HSE Manager	Technical Manager	Decomm Manager	Wells Manager	Maintenance Manager	Engineering Manager	Technical Authority	MD GM CEO	COO	VP Operations	Asset Manager	Operations Manager	OIM	Supervisor	Safety Reps
Process Safety Understanding	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Process Safety Leadership Understanding	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Process Safety Accountabilities	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Process Safety Training	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Process Safety Management Arrangements	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Positive Process Safety Leadership Behaviours	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Awareness of Current Process Safety Risks	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Create Opportunities for Feedback on Process Safety	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Process Safety Improvement Programmes	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Workforce involvement in Design	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Engagement with Contractors	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Communicating with Stakeholders and Regulators	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Assurance that Process Safety is being managed	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Audit Arrangements	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Learning from Incidents and Audits	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Sharing Best Practice	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Retaining Corporate Knowledge	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue

**Awareness and Management of RISK**

**Process Safety Improvement Plan**

**Managing outsourced Risk**



We can look at Heatmaps against the principles by role and by function

**The Board  
and C-Suite**

**HSE and Assurance  
Directors  
and Managers**

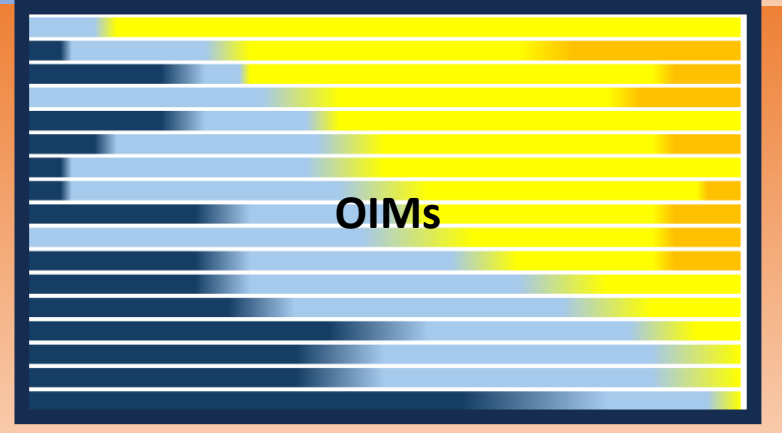
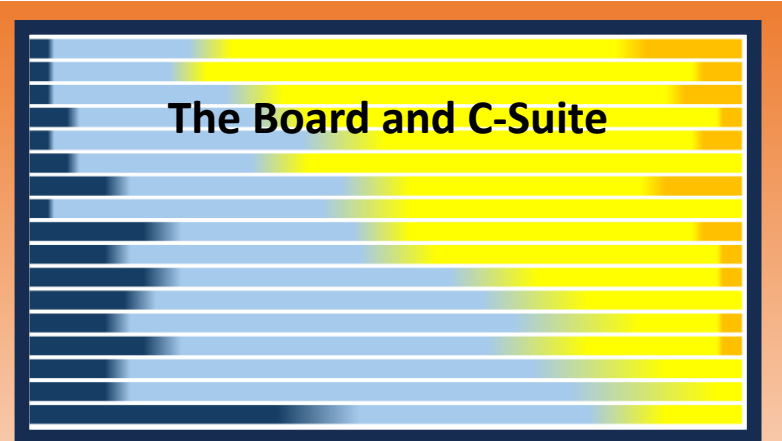
**CMAPP Signature  
Operations and  
Asset Managers  
Directors and VPs**

**Enabling functions:  
Finance, Supply chain,  
Legal, External  
Communications**

**OIMs**

**Supervisors,  
Technicians  
and Safety Reps**

We can look at Heatmaps against the principles by role and by function



The top areas for improvement are different by role as is the action required

### The Board and C-Suite

#### The Board and C-Suite

- **Sponsor** and engage with **Process Safety Improvement plans** as an integral part of your **5 year+ strategy**, depletion and M&A planning.
- Include **enterprise and MAH risk management** training in **Board development training**

### HSE and Assurance Directors and Managers

#### HSE and Assurance Directors and Managers

- Engage with Contractor Leadership on the Process Safety / MAH **risk you have outsourced** to them, and how you manage this.
- **Sponsor** and engage with **Process Safety Improvement plans** as an integral part of your **5 year+ strategy**, and wider HSE and assurance plans.

### Operations and Asset Managers Directors and VPs

#### Operations and Asset Managers Directors and VPs

- **Sponsor** and engage with **Process Safety Improvement plans** as an integral part of your **5 year+ strategy**, depletion planning and continuous improvement in barrier strength.
- Engage with Contractor Leadership on the Process Safety / MAH **risk you have outsourced** to them, and how you manage this.

The top areas for improvement are different by role as is the action required

Enabling functions:  
Finance, Supply chain,  
Legal, External  
Communications

### Enabling functions: Finance, Supply chain, Legal, External Communications

- **Raise your game**, get on to sites, overcome the barrier of feeling like a ‘non-technical’ person – **we all feel like outsiders at first**
- Include **enterprise and MAH risk management** training in your functional training and competency plans

OIMs

### OIMs

- Lead the organisation in getting the right level of workforce engagement in controls and provide process safety **performance context**
- **Manage through Process Safety Improvement plans** as an integral part of **in year strategy**, coordinating all the demands on your time and your team’s time

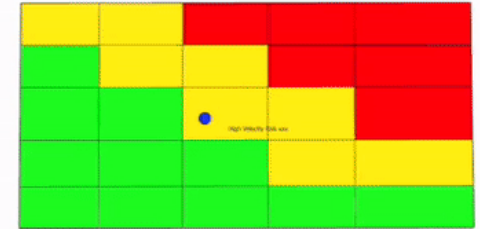
Supervisors, Technicians  
and Safety Reps

### Supervisors, Technicians and Safety Reps

- **Step Change in Safety and OEUK – this is a call to action.**
- Process Safety Improvement Plans need to work at both the 100 line-item level and at the 1-page summary level

Two things to take away

**1. Get better at risk MANAGEMENT**



**2. Help build better process safety improvement plans**



**Peer Assist: Tuesday 4<sup>th</sup> March Step Change**

 **STEP CHANGE  
IN SAFETY**

Thank you



**Graham Walker**

Director



**Stephanie Walker**

Director



**Bruce Webb**

Associate Director



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