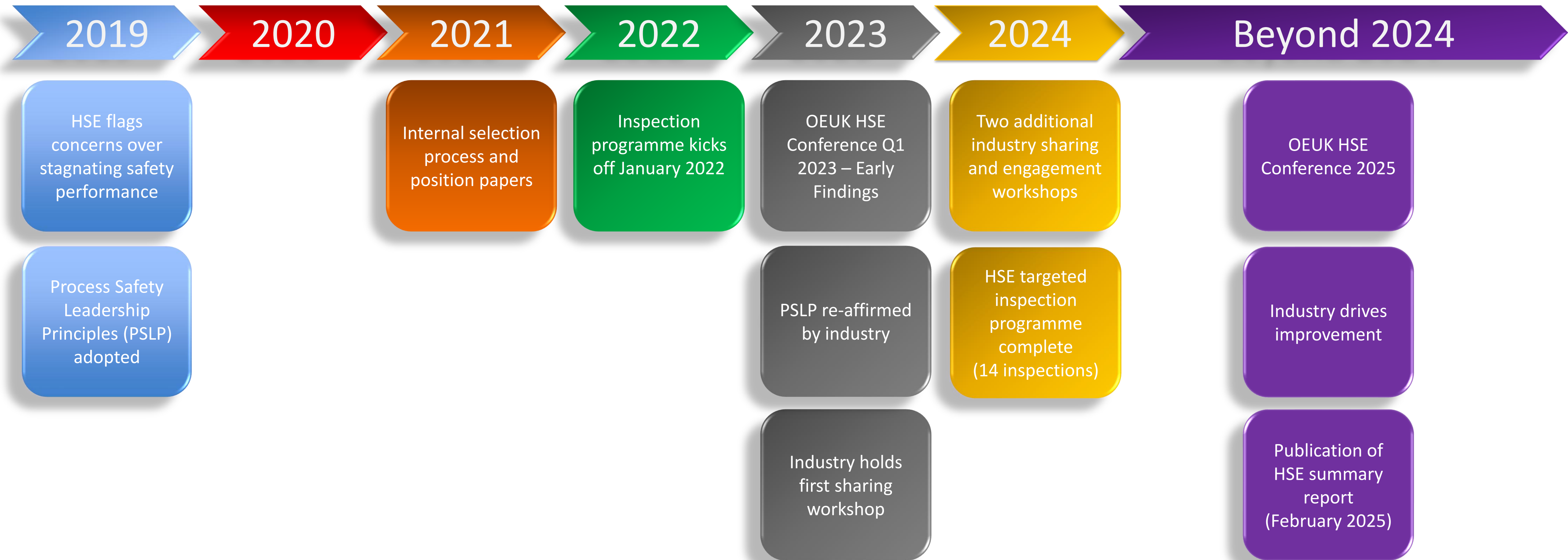


# **Improving the Understanding and Application of Process Safety Leadership – The Ongoing Challenge**

Scott Templeton  
HM Principal Inspector Health & Safety

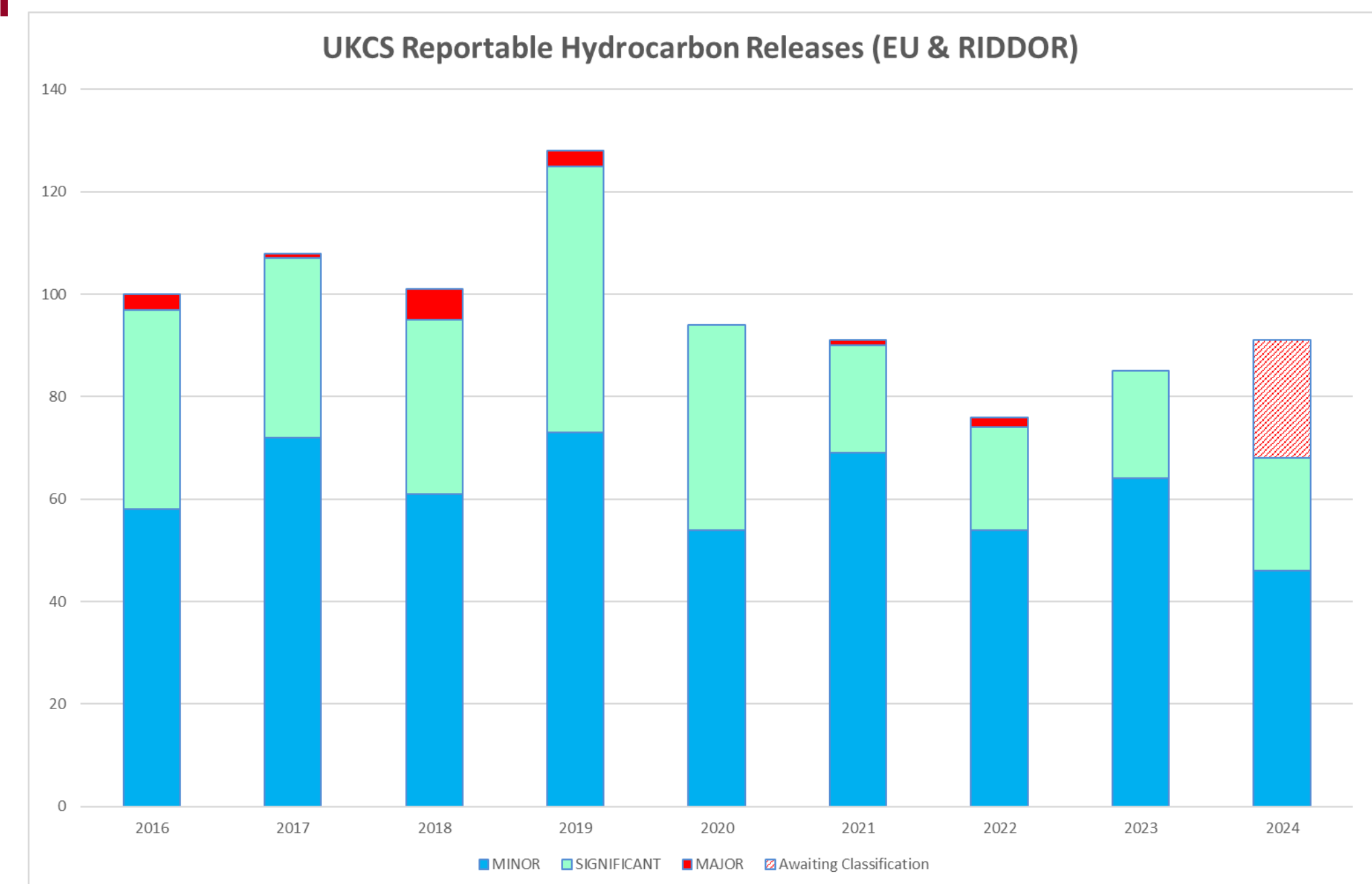


# Process Safety Leadership Journey



## Have we moved the dial?

- Measurable safety performance statistics have not improved
- For example, HCR have increased since 2022
- Statistics do not tell the whole story
- Industry has stepped up
- Greater collaboration and engagement with peers
- But we still have challenges.....



# Building an Improved Picture

Q1 2023  
6 inspections



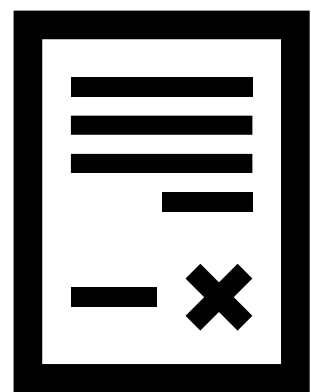
Q4 2024  
14 inspections



## Organisational Change, Resources & Competency



- Significant onshore head count reduction across UKCS
- Loss of critical skills, knowledge and competency
- Impacting on ability to deliver MAH management

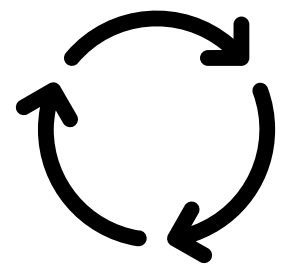


- Contractor engagement on process safety
- Reliance on specialist contractors and 3<sup>rd</sup> parties
- Oversight and assurance – is it suitable?



- ‘Green hat’ trend – burden on offshore workforce
- MAH awareness and appreciation
- Transition to CoP and potential impact

## Assurance & Monitoring



- Importance of an audit system is recognised
- Aligned to good practice but failing to deliver it effectively



- Provision of adequate resources and use of competent people
- Procedural compliance versus SEMS suitability
- Learning and improving – delivering on actions

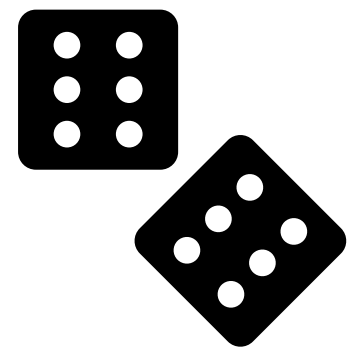


- CMAPP versus SEMS
- Are senior leaders assured of the effectiveness of the system?

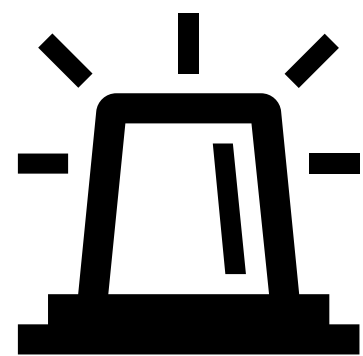
## Risk Management & Tolerability



- Understanding the risk profile
- Effective targeting of resources for maximum risk reduction

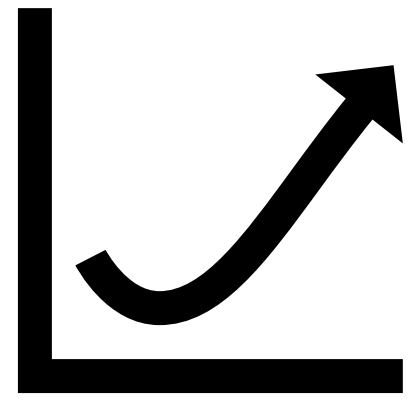


- Cumulative risk and barrier health
- 'Plant' versus 'People & Process'
- Decision making and 'line in the sand'

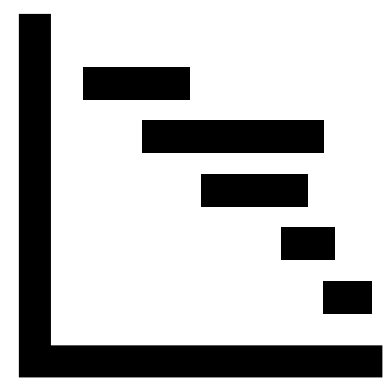


- Increased toleration of risk and normalisation of deviance
- Translation to work force

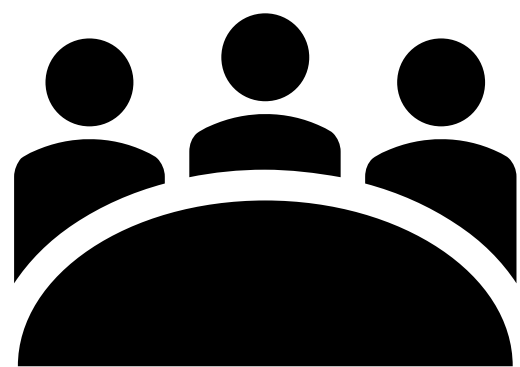
## Driving Continuous Improvement



- Continuous improvement is an expectation
- No improvement without understanding the gaps / risks



- Implementation of Process Safety Improvement Plans
- Prioritised on basis of risk
- Every company will be different



- Leaders need to be accountable (oversight)
- Provision of adequate resources (time, money and people)
- Demonstrate the commitment to improvement



## Looking to the future.....

- Everyone faces the same challenges (ageing assets, resources, finances)
- New risks will emerge. Are we ready?
- HSE interest will remain, just through different routes
- Industry needs to drive self-improvement.
- Proven it can be done (collaboration and sharing)
- And was the effort worth it? Yes.

PSLP has engaged the entire industry – we need to maintain the momentum