

Job Title	Workstream Consequences?
Board Level	Loss of 'LICENCE TO OPERATE' Personal Prosecution, Imprisonment or Fines Potential loss of work colleague/s. Ongoing personal guilt/ responsibility from loss of life / significant workforce injury Damage to professional credibility and reputation
Communications	Damage to Industry reputation Loss of credibility and interest from Stakeholders, Local Communities and target audiences Negative PR and Media attention. Subject to public industry lessons learned case studies about your business
Commercial	Affect corporate reputation and competitive advantage Earnings Impact - Loss of current sales and future business contracts
Engineering	Engineering Design/Integrity investigation by regulatory bodies to determine accountability Potential damage to professional credibility or reputation Potential loss of work colleague/s. Potential loss of life.
Finance	Compensation, damage distress and inconvenience claims from local residents and neighbouring stakeholders Earnings Impact - Loss of current sales and future business contracts. Loss of shareholder investments Replacement and future liability costs and increased insurance costs due to 'Death in Service' claims
Health Safety Environment Quality	Potential loss of work colleague/s and Damage to professional credibility or reputation Inability to produce in specification product for customer Loss of 'LICENCE TO OPERATE' and Damage to ISO quality reputation and certification Loss of Environmental License after Major Accident To The Environment (MATTE). Regulatory body investigations. HSE and Environment Agency publish incident investigation report naming your business
Human Resources / Talent	Increased worker stress, anxiety. morale loss and mental health issues Loss of credibility within workforce. Resignations / Loss of skilled workforce / high staff turnover or absences Potential loss of work colleague/s. Potential loss of workforce or public lives - relative management
Learning and Development	Increased rectification workload following Regulatory body investigations Potential loss of work colleague/s Resignations / Loss of skilled workforce / high staff turnover or absences
Legal	Increase in business insurance costs i.e. categorised as higher risk business Business loss or takeovers / acquisitions Legal costs, Lawsuits and settlements
Local residents and neighbouring business stakeholders	Damage / Compensation claims for: Loss of earnings Social and physical Impact Distress and inconvenience Disruption due to explosion , blasts or environmental contamination
Operations and Site Workers	Damage to assets. Production stoppages and shutdowns Loss job or workload, following regulatory body investigations / loss of 'LICENCE TO OPERATE' Potential loss of life.- work colleague/s Resignations / Loss of skilled workforce
Process Safety	Damage to assets, Production stoppages and shutdowns Loss of 'LICENCE TO OPERATE' Potential loss of life - work colleague/s Regulatory body investigations Resignations / Loss of skilled workforce
Shift Supervisors	Potential loss of life - work colleague/s. Resignations / Loss of skilled workforce Potential loss of workload or job Production stoppages and shutdowns



Which Leader is RESPONSIBLE?

If your high hazard site experienced a major incident..... *how could it affect your workstream?*



Major Hazard Leadership needs to be present at Board level, clearly defined and written into every Director's job description.

Matt Lea. HSE, HM Principal Inspector of Health & Safety, Chemical, Explosives and Microbiological Hazards Division.

HOW TO INFLUENCE CHIEF EXECUTIVES

As your company's process safety expert, you have a professional and moral responsibility to raise awareness of the importance of process safety. This involves making the effort to influence the board in a positive manner.

Along with encouraging leadership to benchmark the business via the OECD guidelines, here are some practical tips to help your business protect your people, assets and the environment.

- **Show senior leaders this 'Educate your Boss' article.** Highlight the regulator's comments about the fact that Major Hazard Leadership needs to be clearly defined, written into every Directors job description and that Process Safety Management representation is needed at Board level
- **Present process safety risks as business risks** rather than relying solely on complex technical arguments when speaking to senior leaders. For example, don't talk about the intricacies of the required safety integrity levels, instead outline the potential consequences of installing the wrong equipment.
- **Keep process safety on the agenda** at regular meetings and offer to present process safety updates to senior management meetings. Avoid jargon!
- **Process safety management and business success in major hazard enterprises can't be separated.** Help senior executives to understand the basics of process safety management and take business decisions in the light of their potential impact on safety.
- **Ensure that senior leaders understand that process safety risk management needs a systematic methodology based on several layers of protection,** and that a one-size-fits-all approach in determining these protective barriers is not adequate. They need to be tailored to the risk profile of the activities being undertaken and cover people, plant and processes.
- **In simple terms describe the risk profile for your part of the business and highlight the most critical control measures** - yes, they are all important but some more than others.
- **Explain that despite having expertise and diligence in risk assessment and design of protective measures, nothing is ever perfect,** and flaws will appear, systems deteriorate, often without any immediate adverse impact but this erosion of the protective measures often goes unnoticed or checked and may, in fact, be tolerated.
- **Make the case for focused process safety performance information** being provided to the management team.
- **Provide real and focused evidence and data** that highlights where systems have deteriorated in a format that can be readily understood by senior managers - and include the potential consequences, backed up by previous real-life incidents, where possible.
- **Tell your most senior manager(s) about the availability of the course Process Safety Leadership for Senior Executives**



in

Process Safety Management

Watch the film



Read the articles



Occupational Safety versus Process Safety

What's the difference?

Both could end in tragedy!

Occupational Safety

Focuses on incidents which may impact the worker or those nearby and protecting the safety, health and welfare of people at work.



Also known as Personal Safety

Where hazards arise from an activity and the immediate work area, they are largely controlled by the individual (via work methods, PPE, etc).

Process Safety

Focuses on major accident hazards associated with releases of energy, chemicals, and other hazardous substances.



Here, hazards are in the system - stored energy, toxic or flammable materials, high temperatures etc, and systems are needed to control these from design, through operations and changes.

Loss of control of these hazards can lead to significant or catastrophic events which have greater consequences to your people, assets and the environment.

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