

# **Effective process safety leadership from the top – the regulator's perspective**

Ian Travers

Head of Chemical Industries Strategy Unit

Hazardous Installations Directorate

# Process Safety Leadership – what we mean



The way in which:

- Process safety is given the right degree of attention and focus;
- Process safety considerations feature in key business decisions, and
- Understanding of major hazard risk and the importance of critical control measures is communicated and championed.



# PSLG Process Safety Principles

- Clear and positive process safety leadership is at the core of managing a major hazard business;
- Process safety leadership requires board level involvement and competence;
- Good process safety management does not happen by chance;
- Board level visibility and promotion of process safety leadership is essential;
- Engagement of the workforce is needed in the promotion and achievement of good process safety;
- Monitoring process safety performance is central to ensuring business risks are being effectively managed;
- Publication of process safety performance information provides important public assurance; and
- Sharing best practice across industry sectors and learning and implementing lessons are important.

## What we expect – from duty holders

- Delivery and maintenance of high standards of process safety leadership driving control of risk,
- Adopt and live the principles,
- Explain and demonstrate how they are being applied within their organisation,
- Secure and promote competence of CEOs and senior managers in process safety,
- Make decisions taking full account of the process safety implications,
- Develop an acute sense of vulnerability to a major incident, and
- Start to report their PS performance.



## What we expect from Trade Associations

- Deliver on the commitment
- Champion the business case for PS Leadership
- Set the direction of travel and marshal members
- Facilitate and filter sharing of good practice both within their sector and with others
- Monitor and report on progress of change
- Report on PS performance for the sector

## What we expect from professional organisations

- Make the case for PS leadership within the context of CPD for individuals;
- Make the links between technical standards, process safety management and leadership; and
- Develop and facilitate ways to improve competence in PS leadership, especially for senior managers.

## What we will do

- Promote PS leadership and influence duty holders and stakeholders to adopt high standards of PS leadership
- Be clear on the regulatory expectation
- Join up with other regulators – in the EC and the US to:
  - promote PS leadership
  - position PS leadership within regulatory frameworks

# What we will do

- Examine PS leadership within our regulatory activities;
- Develop an inspection approach that engages and challenges senior managers;
- Use evidence of failure to control risk to highlight poor leadership;
- Use our legal powers if Directors and senior managers fail in their corporate H&S duties;
- Report on sector performance on specific aspects of risk control