

# Major Hazard Leadership

CSF Open Meeting

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# The Year of Major Hazard Leadership 2019

## HSE Annual Plan

- Promoting effective leadership
  - Increased focus on senior leaders
  - Leadership failures highlighted in investigations
  - Accountability

## Industry engagement

- CSF and trade associations
- Industry initiatives

## Publications freely available on CSF web community:

- <https://webcommunities.hse.gov.uk/connect.ti/COMAHSF/grouphome>



# Major Hazard Leadership - Regulator expectations

- Leadership at all levels
- Competence at all levels, including CEOs and senior managers, in major hazard safety
- Understanding the risk profile of the site
- Sound risk assessment
- Robust management of change
- Sustainability - no compromise of long term integrity for short term gain
- Effective communication
- Use of good intelligence to provide assurance
- A learning organisation – effective consultation arrangements and sharing of knowledge
- Report process safety performance

# Feedback from MHL interventions

## Reasons given for site interventions

- Poor performance
- Senior staff turnover
- Corporate takeover
- Inspection findings of concern – eg. INs served
- High incident rate
- Poor corporate memory

# MHL Gaps - Key Themes

- Communication
- Competency
- Monitoring, audit and review
- Roles and responsibilities
- Management of organisational change

# MHL Gaps - Key Themes

## Communication

- Gaps in communication between senior leaders and frontline staff
- Senior leaders not receiving information from technical staff
- Belief that all is well as senior leaders do not receive the 'bad news'

## Competency

- Senior leaders failing to appreciate the risk profile
- No formal training in major hazards for senior leaders
- Lack of awareness of importance of MH assurance of financial assurance

## Roles and responsibilities

- Lack of clarity over who does what
- No board accountability for process safety
- Over reliance on safety managers

## Monitoring, audit and review

- No assurance of MH performance
  - Insufficient use of KPIs
  - Inadequate KPIs
- Lack of monitoring of audit actions
  - Overdue actions
  - Unassigned actions

## Management of organisational change

- High staff turnover
- Corporate takeover
- New systems and procedures
- Staffing reductions

# MHL Inspection Outcomes

- Better oversight of audit findings by senior leaders
- Follow up of overdue/outstanding actions by senior leaders
- Senior leaders undertaking MHL/PSL training
- Sites carrying out self-audits against the principles in the guidance
- Open and honest discussions with the site
- Interaction with senior leaders for the first time
- Good engagement from staff interviewed at all levels within the company
- Intelligence fed into the site strategy

# MHL guidance

- Major Hazard Leadership Delivery Guide and Intervention Tool
- Managing Risk: The hazards that can destroy your business
- Senior Leaders: What you need to know about major hazard leadership – CSF
- Process Safety Leadership Training Standard
- Process Safety Leadership Group (PSLG) - Principles of process safety leadership
- Corporate Governance for Process Safety - Guidance for senior leaders in high hazard industries
- Managing Risk: The hazards that can destroy your business - A guide to leadership in process safety
- Leadership guidance from Trade Associations

