

TEA SHACK NEWS

NEWS ITEMS • STORIES • INFORMATION • YOUR WORDS • QUIZ



Piper Alpha survivor Steve Rae to lead Step Change In Safety

IN THIS EDITION:

PREVIEW

The biggest Safety Rep event of the year **P3**



REFLECTIONS

Three decades of working in the oil and gas industry **P4**



SPADEADAM

How a testing and research facility brings a stark reminder of the importance of process safety **P7**



The UK oil and gas industry has warmly welcomed the news that Steve Rae has been appointed to the role of executive director of Step Change in Safety.

Steve is a born and bred Aberdonian who is held in high regard within the global oil and gas community having spent more than 35 years working in the industry.

Having qualified as an electrical technician through a traditional City and Guilds programme, he began his career in the early 1980s as an offshore technician and worked on many North Sea installations before being assigned to Piper Alpha. His escape and survival from the platform on the night of July 6 1988 left him with an unquenchable desire to make a positive change in the safety culture across the industry.

Steve is a highly accomplished and respected business executive who brings a wealth of experience and enthusiasm to his new role. Throughout his career, he's held several senior positions in the UK, USA and Brazil including: Operations Manager, Noble

Drilling; Vice President International Drilling Operations, Seawell Americas; Vice President of International Drilling and Engineering, Global Vice President of QHSE, at Archer – the Well Company.

The experience gained throughout his time in industry has provided him with a unique perspective on safety culture, effective team leadership and workforce engagement from boardroom to coalface.

Steve's association with Step Change in Safety – the UK's oil and gas safety organisation – dates back to 2007 when he was a member of the leadership team responsible for planning and monitoring the activities of the organisation.

His other past industry roles include: Director, OPITO; Chairman, North Sea Chapter, and Director, International Association of Drilling Contractors (IADC). In 2013, the IADC recognised Steve with the Val Hood Award for his services to the drilling industry. In 1996, he attended Aberdeen's Robert Gordon University, graduating in

2000 with an International MBA. Steve is also Chairman of the Pound For Piper charity trust which provides support towards the upkeep of the North Sea Memorial Rose Gardens and the Piper Alpha monument in Aberdeen's Hazlehead Park.

Anyone who has heard Steve speak will have undoubtedly heard him ask his audience to make a difference in their workplaces by having meaningful discussions on how their supervisor, manager or company could approach competence development differently. He tells them: "You are free to choose but you are not free from the consequences of your choice."

Steve is delighted to be taking his new role: "Words cannot express how honoured I feel to have been appointed Executive Director of Step Change in Safety. For me, the role presents a once-in-a-lifetime opportunity to play a significant part in shaping the future safety culture in our industry. Those who know me, or have heard me talk, will appreciate how much this means to me.

"I look forward to taking up my new position in July and until such time I will continue to give my current employer, Well-Safe Solutions my full attention during this exciting part of their journey."

Bob Fennell, member of the Step Change in Safety Board and co-chair of the leadership team said: "Steve's appointment was the easiest decision I've ever had to make as he is perfect for the role. He has an established industry presence and is a great orator and business leader. Most importantly, Steve genuinely wants to make the UK oil and gas industry a safer place to work for its workforce."

Fellow board member and co-chair of the Step Change in Safety leadership team, Craig Wiggins, said: "To have recruited a person of Steve's industry standing is a major success for Step Change in Safety. Throughout his extensive career, it's very clear that safety excellence is one of his core beliefs. I look forward to working with him as we continue the journey to improve safety on the front line."



ESSENTIAL: Safety reps have helped transform the oil industry over the last 30 years

Review of safety rep essentials

By Allan Smillie
HSSE adviser and member of Step Change in Safety's Workforce Engagement Support Team (WEST)

Thirty years ago this September, SI971 came into force. To give it its full title, Statutory Instrument No.971 The Offshore Installations (Safety Representatives and Safety Committees) Regulations 1989 gave powers to the safety reps. In addition, it gave duties to the operators and companies working in the offshore oil and gas industry in UK waters. There were safety reps before. However, without legal guidance and powers, there was an inconsistent approach and ability to impact.

This year, we celebrate the 30th anniversary of these regulations and, while reflecting and learning from the past, we look to make significant advances and bring improved support and understanding on the

implementation of this regulation.

It is fair to say that this regulation has suffered from a lack of knowledge and enforcement and has been a victim of its own culture. The assumptions about what the regulations say carry more weight than what the regulations state. This weight has acted like a millstone around the necks of platforms. As a regulation designed to improve engagement, in some instances it has caused division and contention and forced shields up.

To resolve this and make the next 30 years an even safer time offshore, we have had an in-depth review of the guidance to develop a framework to support reps.

Reps receive full training on

the legislation. The wider workforce, including all those who are required to support them, receive nothing.

How many times have reps agreed something in their committee only to be stopped by a supervisor who will not give time? Or have the onshore training teams being unable to sort out rep training? It drains the goodwill of the volunteer reps and impacts safety.

Crucially, the ones with the most power are the constituents. However, they are not given information on what makes a good rep and can vote in someone who can't or won't do training or attend any meetings. When you have better reps, you have better safety.

It is time for us all to step up and put this regulation back where it belongs as the way to reach balance between health and safety, and cost. No worker should be hurt because of money.

On September 18 2019 we are

holding the largest ever safety rep event.

We want all elected safety reps there. We are sending out invitations to each company to ensure you get time off. We also invite our onshore safety reps in high-hazard roles and those from the office as we have extended the guidance to support them.

It is time to move on from the past and get this right and we need the right people to do that.

We will have relevant speakers

and training on the new method to get the most out of the regulations.

We will deploy new guidance to OIMs/supervisors, employers and reps. We will also kick off a campaign for constituents, so they get the best from their rep.

We sincerely look forward to seeing you and if you have any questions or issues on being able to attend please contact WEST safety rep 30 esr@stepchangeinsafety.net

WEST



Workforce Engagement Support Team

Si-971 reps hit the big 3-0

By Bob Egan

Health & Safety Executive's Head of Workforce Engagement, and co-chair of Step Change in Safety's Workforce Engagement Support Team (WEST)

WEST group at Step Change in Safety are planning a game-changing event and looking for support and participation from safety reps and all involved in our industry.

Following on from the success of the safety rep event on March 26 we're excited and delighted to announce that on September 18 this year we are planning the largest ever Workforce Engagement and safety rep gathering the world has seen.

The offshore safety rep and committee regulations are 30 years old. These regulations, which have given safety reps powers and functions to improve workforce engagement, involvement and voice, were born from the tragic loss of 167 workers at Piper Alpha. It was the biggest disaster to befall our industry and it is never far from our thoughts each and every day.

The Si971 regulations have helped prevent all types of incidents. But even going back to the Sea Gem disaster in 1965, the first in the UKCS, the findings recognised that engagement, involvement and listening to workers can go a long way to preventing such tragedies.

As part of the value we see in safety reps and the system, we are also reaching out to onshore safety reps as we're launching Safety Rep Essentials. This will be kicking off with a short informative video about what we should all have onshore and offshore.

At the event we will be providing in-depth information and tools for all in the industry. Whether you're working on the tools, an OIMs supervisor or employer, info packs and tools for safety reps need to be as effective as possible.

We will be providing reps with tested involvement tools to fulfil their functions and also



EVENT: Bob Egan, HSE's Head of Workforce Engagement is planning the largest ever safety rep event

expectations of what they should have in order to represent their constituents.

The event will be educational, proactive and provide tools and

ideas that all those working in oil and gas can use to help prevent incidents that may affect you.

Detailed information from WEST and Step Change will follow.

Meantime, please take this as an invitation to all safety reps to join us September 18 for the largest ever safety rep event the world has seen!

30 years of Si971 Elected Safety Rep Event

Wednesday 18 September 2019, Aberdeen

We would like to announce an event on 18th September 2019 to recognise the 30th anniversary of the Offshore Safety Reps and Safety Committees Regulations. This event will be educational, proactive and provide tools and ideas that help prevent incidents that may affect you. We will be unveiling new guidance to OIMs and supervisors, employers and Safety Reps. We'll also be kicking off a campaign for constituents so that they get the best from their Rep.

This is a new era, bringing together onshore and offshore Safety Reps.

Members are free, non-members £65, lunch included

Save the date and further information will be available soon...

If you have questions or content you would like to see, please email: ESR@stepchangeinsafety.net



OFFSHORE INSTALLATIONS REGULATIONS



Reflections on 30 years of improved safety awareness

LESSONS: The Cullen Report prompted safety improvements industry-wide

By a North Sea safety rep

I started my offshore career on a drilling platform in May 1988 as a painter. My induction was sparse to say the least. I was shown around the accommodation and where to report to if the platform alarm sounded in the event of an emergency. It was pretty much left to me to familiarise myself with the outside of the rig.

In those days there were no real procedures or permit to work systems in place for carrying out our duties. It was basically learn-as-you-go and it wasn't very different to how it worked in my previous positions onshore.

There were only three painters on each shift with one acting as chargehand. He was much more experienced than me - I was just a 22-year-old kid.

I can remember the rig manager on my second trip informing me I was going to have some in-house training for the use of staging for painting the legs of the drilling platform. The training wasn't a provider like we have now, but a

half day tuition session which was delivered by the lead paint foreman. Basically, the staging consisted of scaffold boards which were adapted to make a seating arrangement. A bosun's chair affixed ropes at height to control the lowering mechanism.

When I was told about the training I felt a sense of unease as I had never worked at height before. The rig didn't have specialised teams of rope access like we have now and there was no mention of harness or the fall protection systems we use today. At that time, I hadn't even heard of harnesses or fall protection systems.

The next day I was presented with an in-house certificate of competence to carry out the task.

Fortunately, the task was carried out without incident but what if I had the courage back then to say no? You must remember when reading this that the level of safety was not what it is today.

In the July of 1988 I can remember watching the events of Piper Alpha unfold in total

disbelief. Stunned silence in the recreation room. I can remember feeling totally deflated and sick to my stomach. We had no phones on-board to use back then, just an old ship-to-shore phone in the radio room and comms were not very good.

I stood in a line of people waiting to tell my girlfriend, who is now my wife, that I was OK. I also called my mother as all she knew was that I was on a rig in the North Sea somewhere. She begged me to come home as our family had already experienced a tragedy at sea resulting in the loss of her brother.

I didn't stay in that job much longer and I took up work onshore for a while. Then, in late 1989, I started as a deck crew member in the SNS. My safety induction was much better and I was impressed with the safety arrangements in place. I didn't feel pressures either like I had done previously. Tasks were planned better, and I was eased into the role. Rightly so too.

Lord Cullen's report, published in November 1990, following the Piper Alpha disaster began a journey of massive safety improvements

industry wide with 106 recommendations. The offshore installation safety case regulations came into force in 1992 and companies had to demonstrate that they had safety management systems in place and that risks were reduced to as low as reasonably practicable.

In 1992 I was elected as a safety representative. I wanted to try to help make a difference in making a good safety culture an even better one. I have seen and taken part in many improvements to our environment over the years and it's really important that the whole crew engage in the processes of improvements to safety culture, to a point this grows and excels in continuous improvements.

Step Change In Safety was founded in 1997 by the oil and gas industry. A great team of safety professionals are dedicated to the improvements in the safety of our industry. I spent seven years as safety technician but, for the most part, I have been involved in lifting operations and vessel working and I've seen vast improvement over a long period of time. The field

verification process is an excellent tool in the prevention of incidents occurring. Checks and tasks that ensure we remain safe are completed, and safety is not compromised.

I have had 30 great years in the SNS and made some great friends along the way. Sadly, now in to decommissioning but I will always remember this safe and great place to work.

So, going back to the beginning of my career, my message is simple really. The next time you carry out a tool box talk with your team, ask yourself some questions.

- Have I covered this in the correct detail thoroughly including the risks and hazards appropriately?
- Did I get the team actively engaged?
- Never be afraid to stop a job because if it doesn't feel right it generally isn't.

We have all heard the saying it's better to be safe than sorry. Never a truer saying with the potential hazards we face daily for the work we do.

Keep it safe. Sorry wouldn't be a good place to find yourself in.

Absafe Corporate Appeal

Support our appeal to raise

£50,000

Save lives by creating a safer future for our children



absafe accident

Don't learn safety by

www.absafe.org.uk/saferfutures

Great advice for over-thinkers

Depression and stress can make you tired due to lack of restorative sleep, and that can be dangerous for you and your workmates

**By Eddie McEvoy
Safety Rep**

We have all had the conversation where we try to recall some famous person's name and it's just out of our reach. "Do you remember the singer, he was in The Jazz Singer, they made a film about him, what was his name?" or "Do you remember the guy in Gone With The Wind, he had a wee pencil moustache?" Nope. The conversation changes, and five minutes later you declare aloud Clark Gable or Neil Diamond, and you think to yourself: "Where did that come from, I was not even thinking about it?" ... it just popped into your head.

You had an open loop, you gave it some thought, as you could see his face, you knew his work, and you knew that you knew the answer, so your subconscious was working away (in the background) looking for an answer, looking through your memory files until it found a pattern.

Often when we are stressed or worried we misuse our imagination. People who are depressed often misuse their imagination - catastrophising, ruminating, worrying about what might be. We may use black and white thinking, so if it is bad, it's really bad, no grey

areas. I am going to jump to another topic, there is a connection, so stick with me!

When we dream at night we sort out the problems of the day (from Human Givens: a comprehensive understanding of the crucial roles of dreaming and the REM state that is compatible with the latest scientific research).

If you have had an argument with a friend and you go to bed without making your peace, there is a good chance that you will dream about it that night while tucked up safely in bed. Like the Clark Gable metaphor, it is an open loop, you need to close the loop.

When something happens to us the brain does a pattern match to what it means and that arouses emotions in us, and (excuse the pun) they must be put to bed. As your brain closed the loop by giving you the answer (Clark Gable) it will close the argument loop, you may dream of an upset with your headmaster when you are a boy, or something similar. It represents the argument you had with your friend, and its purpose is to close that loop.

The reason it is in a metaphor is so it's not to be confused with real memories. Also, have you noticed it is hard to recall a dream? You wake up and it is fresh in your mind and minutes later it is gone, only



fragments remain. Again, you are not supposed to remember them, its function is to close the loop to disperse the emotion attached.

Refreshing sleep then you slip into deep sleep, where the body and mind and immune system refreshes and resets, you need deep sleep for this purpose. This cycle continues all-night, light sleep, REM then deep and back again (I hope you are still hanging in there because here comes the main point).

If you stress and worry in a depressive state, ruminate all day with black and white thinking, that's lots of unclosed loops which

need to be closed or defused in your dreaming. That's just what you do - dream, dream, dream all night (no deep sleep, no refreshing sleep, no restorative sleep) and your brain has been working all night. It's no wonder you wake up exhausted and think "I know I have slept because I was dreaming all night" It's no wonder you're exhausted!

And that is the starting point,

1. The knowledge and understanding of what's happening
2. Start to get the rest you deserve with relaxation or meditation. You need to start by getting that rest, allowing your

brain to rest and recharge. Start taking relaxation classes, there are lots of hypnosis relaxation videos on YouTube which are all free.

If you want more help contact a health professional or check out Human Givens for more info, they have a register of Human Given Practitioners.

One last point, when we enter black and white thinking we tend not to see a clear way out. That is the benefit of talking to a friend or co-worker or someone you can trust. They may be able to help you see the grey areas and a way to change, and help you close some emotional loops.

Life-saving rules put into action

Aker roll-out shows commitment to healthy, safe and secure workplaces

Aker Solutions recently rolled out the International Association of Oil and Gas Producers' (IOGP) life-saving rules across all 50 of its global locations, further strengthening its commitment to enhancing safety through industry collaboration.

It was revealed that between 2008 and 2017, 376 people across the industry lost their lives in fatal incidents. To address this, an industry team of subject matter experts, HSE and operations professionals formed a task force to

conduct a comprehensive analysis of the root causes of industry fatalities.

This resulted in the creation of nine life-saving rules, covering areas such as driving, lifting and energy isolations, which if followed rigorously, would have the greatest impact on eliminating fatalities.

While there has been a drop in the number of fatalities reported by members of IOGP over the last decade, having a common set of key safety rules further reduces the risk of confusion or potential mistakes.

"This resulted in the creation of nine life-saving rules, covering areas such as driving, lifting and energy isolations"

Craig Wiggins, head of HSSE at Aker Solutions, said: "As an industry, it's vital that we continue to improve how we do things, to ensure that predictable errors don't have catastrophic consequences. Improving safety performance depends on understanding human performance and designing systems and processes on the assumption that people will make mistakes.

"Life-saving rules is one of the most significant HSSE initiatives to be rolled out across the industry in recent years. We all want a healthy, safe and secure place to work, where we look after each other and our environment."

Resilience at Shell



Since the inception of the Shell resilience programme, there are now 400 independent Partners in Safety globally using our resilience modules.

Shell recognise that we need tools and training to help us build a growth mindset where we can all work together. Incorporating a range of ways we can cope and bounce back from adversity is essential part of Shell's Human

Performance and Care strategy, to create the environment where we thrive and have purpose. Demonstrating Care at work is simply applying a lens of Care to our systems, processes, procedures and interactions.

More information can be found at Shell's Partners in Safety website:
<https://hsse.shell.com/business/maritime-hsse-site.html>

It's time to change on equality

Speaking up will bust the myths and stories about women working offshore

The Equalities Act has been in place since 2010 and offshore is no different to anywhere else.

In the oil and gas industry, women make up 4% of the offshore workforce and 22% onshore. It's time to change.

At a time when competency levels and skill shortages are an increasing industry-wide concern, why are 47% of the UK workforce not being actively pursued for offshore work?

Women working offshore must be provided with the basic essentials. The horror stories need to stop and the myths need to be removed.

Basics such as separate changing rooms and toilets must be in place. The HSE estimates that 50% of offshore assets, old and new to UKCS, have not considered the need to provide changing rooms for women and 25% do not have separate female toilets.

There are still horror stories of female laundry being stolen; no-one knowing how to dispose of sanitary products or having proper facilities

to do so; unacceptable comments; being looked over for promotion or failing to get a place offshore due to room availability.

Is it a rule that women must share cabins only with other women? Men and women can share if they're on separate shifts, both agree to the arrangement, and a risk assessment is carried out (see HSE Operations Notice 77).

It makes more sense to have people on the same start and finish times sharing cabins than having people sharing on separate jobs. Catering staff can share with production staff provided the medic assesses the health of the production staff. There is no rule that catering staff should not share with others.

So, speak up against inequality and encourage diversity for everyone's sake.

Talking about these things, having the basics in place and using existing procedures to make life better offshore will encourage more women into the offshore industry.



DIVERSITY: Women currently make up 4% of offshore and 22% of onshore oil industry workers



DRIVING FORCE: The Step Change in Safety leadership team

New co-chairs unveiled

Step Change in Safety has welcomed two new co-chairs – Bob Fennell, Operations Director at Chrysaor and Craig Wiggins, Senior Vice President, Global Head of Health, Safety, Security and the Environment (HSSE) at Aker Solutions.

The leadership team is responsible for planning and monitoring the activities of Step Change in Safety, the not-for-profit body which works to raise oil and gas industry standards.

Bob, who spent the first 20 years of his career working in senior drilling and completion roles at BP, Elf, Transocean and Nexen before joining Chrysaor, said: "The work we do to create a common approach to safety is crucial for our industry. The forum for engagement of the entire workforce, operators, contractors and safety reps is extremely powerful in influencing the safety of our people."

Craig has more than 30 years of experience in operations and

leadership in the energy industry with companies including Petrofac, BP and Shell. Craig said: "I'm honoured to become co-chair. I am passionate about simplification and reducing risk and I look forward to building on the success Step Change in Safety has had in making sure people working in the front line of the UK oil and gas industry, have the highest safety standards."

They are joined by two additions to the Leadership Team – Mark Hobbs, Vice President, North Sea Region Operations, Apache; and Matt Rhodes, Director of UK & Turkmenistan O&G Operations, Bristow Helicopters Ltd.

Mark is also responsible for Apache's North Sea Projects Group.

Matt has responsibility for Bristow Helicopters' engineering, safety, compliance, flight and ground activities, headquartered in Aberdeen and serving the region from bases in Shetland and Norwich.

Industry view

By Gareth Wynn
OGUK stakeholder
and communications
director

Around the globe, the demand for energy continues to intensify. By 2035 it will have grown by 30%. At the same time, we're increasingly aware we need to reduce our carbon footprint.

The UK has an opportunity to be an energy world leader. Working together we can help ensure we have a secure and affordable domestic energy supply while contributing to the transition towards a lower carbon economy.

Vision 2035 offers a solution to the energy challenge. With the right support, by 2035 our industry will still be able to meet a significant part of the UK's energy needs from home-produced oil and gas but delivering the vision means we all need to get behind it.

Vision 2035 is about working together to strengthen our industry's future. It has two main aims: to meet as much as possible of the UK's oil and gas needs from home-produced resources by extending the commercial life of the UK Continental Shelf, and to expand supply chain business opportunities at home, across the



Gareth Wynn believes Vision 2035 could unlock £920 billion revenue

world, and into other sectors. We must embrace change, evolving the way we engage with each other in the industry. We must develop the skills that will help us adopt new technology, nurture existing talent in our organisations and explore opportunities where our skills can support other energy sources.

Delivering Vision 2035 could help unlock £920 billion of revenue for the UK economy while helping lower the carbon footprint of our society. More than 280,000 jobs are supported by our industry, which also contributes billions of pounds to the economy, funding our public services through tax revenues. Many are employed in our world-class supply chain here in the UK and which already

exports across the world. Vision 2035 will help maintain the strength of our industry.

We've started a conversation with organisations across the sector to talk about our future, what it could look like and how we can all make it happen.

We need you to tell us what you think should be happening. We'll gather feedback and ideas and use them to develop an industry-wide roadmap for the future.

By working together, we'll be harnessing the energy and ingenuity of our people to find the solutions required to deliver secure affordable energy in tomorrow's low carbon economy.

We look forward to working with you. Join the conversation: www.energyvision2035.com

TESTING: Demonstrations have helped to illustrate the consequences if process safety fails to keep danger in the pipes



SPADEADAM: A stark reminder of the importance of process safety

By Gary Johnson
Lead Mechanical Engineer, Central Graben, Total E&P UK Ltd

It should be easy to understand the consequences of the operational safety decisions we make.

For example, failure to wear the correct personal protective equipment can result in injury. Choosing not to hold the handrail and falling down the stairs can see us out of action for weeks.

When it comes to process safety and major accidents however, the link between our actions or inactions and the ultimate

consequences are not always so apparent.

For all our sites, fire and explosions from hydrocarbon releases is the main hazardous event which accounts for a large part of the overall risk for an individual working on our sites.

Robust processes

Thanks to the robust processes and procedures in place, the number of reportable hydrocarbon releases in Total E&P UK (TEPUK) each year is low, but one hydrocarbon leak is one too many, so we continue to target zero releases.

In addition, the Health & Safety Executive emphasised last year that the number of hydrocarbon releases recorded across the North

Sea remains too high. As an industry, we're too often an ignition source away from a major incident, so when it comes to ensuring all the barriers to major hazards are in place, there can be no room for complacency.

As part of TEPUK's major accident hazard awareness programme being rolled out throughout 2019, cohorts of senior managers, field operators and HSE representatives from both on and offshore have been attending training at the Spadeadam testing and research facility.

The facility is owned and operated by DNV GL, the technical advisor to the global oil and gas industry.

Consequences

The Spadeadam large-scale test facilities include multiple test pads, vessels and demonstration areas, designed to graphically illustrate the consequences of a hydrocarbon release. From diesel pool fires showing the effect of deluge systems to confined space explosions and high-pressure jet fires, the demonstrations provided a shocking reminder of what can happen when process safety fails to keep the danger in the pipes.

"Each demonstration began with a detailed brief as to what we were about to witness and concluded with a full debrief and lessons learnt," explains Iain Wright, Technical Safety Manager.

"The greatest impact came from relating each demonstration to a similar historical unignited incident on one of our operational assets. In some cases, the amount released was similar and in other cases much lower. Drawing these parallels made people realise that these were not just abstract demonstrations."

Each visit generates more interest from people across the business keen to attend. Says Iain; "As word has spread about the effectiveness of the demonstrations, I've had several enquiries as to when the next session is. We have several sessions planned throughout 2019 and 2020 as part of our wider Major Accident Hazard awareness strategy."

What we can learn from airports

On my way through the airport recently, it occurred to me – not for the first time – that we are like little lab mice being directed by some unseen, greater force.

Once your luggage is checked in, the boarding pass you grip in your hand dictates your passage to your flight and ultimate destination. You are directed to the appropriate security queue – where you follow instructions to remove shoes, belts and jackets, declare your liquids; and display your electronics, before being body scanned to verify you've followed the rules and aren't trying to sneak anything airside.

Then you run the gauntlet through the winding duty-free path. Regular travellers will know the survival trick is to remain resolutely stony-faced, eyes front – lest you catch the glance of a sales exec, looking to douse you in the latest fragrance, guaranteed to boost your sex appeal!

The information screens and announcements direct you to your gate. If you're lucky, your company will have treated you to business class, so you can, smugly, board first. Or, unlucky, a frills-free ticket sees you board last, to find no room

in overhead lockers. All the while, the airport directs you along passageways and down stairs, each with alternate exits that are blocked or closed to help ensure you reach the metal tube that will transport you to your destination.

In many ways, good risk management is like this. Plant barriers (hardware and software) are in place to help ensure the safe, smooth running of the plant. Plant barriers might include dynamic positioning systems; the temporary refuge; and some control valves. In fact, the control valves are like the open and closed doors at the airport, directing the passenger flow.

Next there are process barriers – things like procedures and the maintenance management

system. Forming a bridge between plant and processes are the people. A trained and competent workforce that can follow processes to safely operate the plant. Each one of us has an influence over at least a few of these barriers. Just as the compliant passenger helps ensure the safe and on-time departure of a flight, it is up to us to follow instructions; know our barriers; and play our part to keep our workplace safe.



Regulator view

by **Chris Flint**,
Director Energy
Division, HSE

Last April, I challenged industry bosses as to whether they were doing enough to tackle offshore hydrocarbon releases (HCRs).

I deliberately targeted two areas – leadership and auditing. I asked if management is setting the right standards and creating the right culture. Do they know what is going on at the coalface? And most importantly, are they finding and fixing the things that are going wrong, before they lead to an incident?

Unfortunately, 2018 was a particularly bad year for HCRs, with at least five majors alone. Each one of these could have ended in disaster. There is no doubt in my mind that we need to keep the focus on these areas.

HSE has now heard back from the individual companies, and we've identified some great examples of good practice. We've already shared some of these back at industry forums, and plan to publish a summary in the near future.

It's also good to see that collectively the industry (through OGUK and Step Change In Safety) has recognised the challenge and is working together to address it. Some of my team and I will be attending a special OGUK led Major Releases Workshop on



Chris Flint

April 24, where we will aim to bring our own experience and insight to the problem.

Clearly there is still much to do, and everyone has a part to play. If you are wondering what you can do to help, I'll leave you with three suggestions:

- Look out for less experienced colleagues and share your knowledge. Lead by

example and don't turn a blind eye to poor standards.

- Get involved with auditing of systems. Some training, or support from an experienced colleague, may help you.

- If a system or procedure you're expected to follow isn't working well, tell someone. Better still, suggest how to fix it, and be part of the solution.

TEA duko

Tea break

7			6	9		3	5	2
	5			1	4	9		
8				3		1		4
		2		7		8		
3	8		5	6	1	2	7	
	7	5	9				3	
				4		6		1
	1		8				4	
			2	6			9	8

Lunch break

					3			2
			9		7			
			5			4	6	7
2		4		8			7	
	7	8	3				1	
9		1			2	3		
		2	6		9	5	4	1
			4	7				
6					5			

Delayed break

	1			2				5
	9		7		6	3		
		6			1		8	9
				8		4	6	
		9			2	5	1	
5				4				
			6	5		7		
	6			7		1	9	



Tea Shack News wants to hear your opinions on safety-related issues at your workplace. Send your comments and letters to editor@teashacknews.com