

Managing change in hazardous industries

IOSH Hazardous Industries Group seminar



Welcome

Introduction and setting the agenda for change management

Matt Clay

Vice Chair, IOSH Hazardous Industries Group

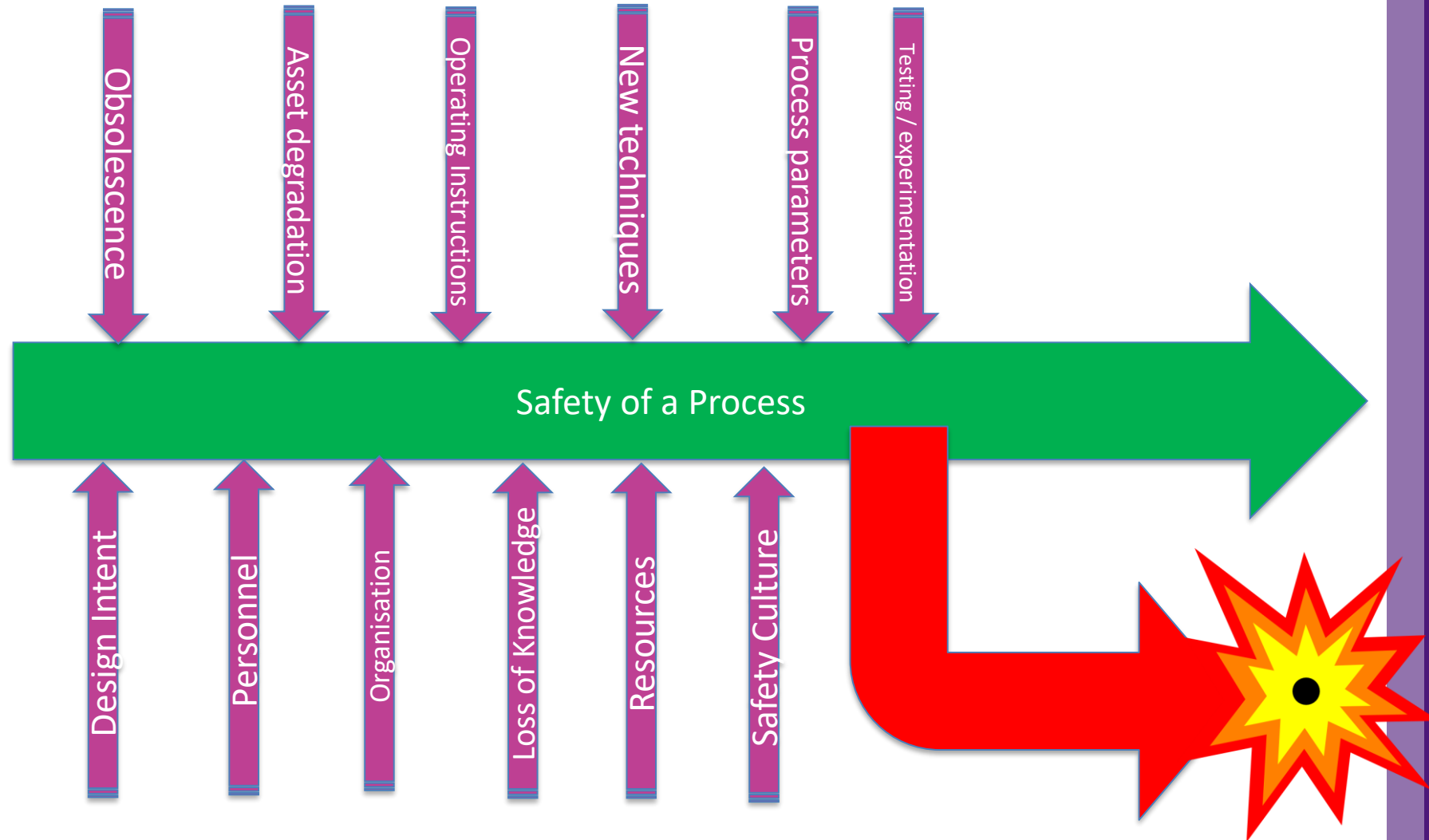


Twitter @IOSH_hazardous

LinkedIn www.linkedin.com/company/iosh-hazardous-industries-group

Lessons from Isaac Newton

Setting the agenda for Change Management



Lessons from History (Chernobyl)

Setting the agenda for Change Management



Experimentation and testing

- The 'test' had been undertaken 3 times previously.
- There were written procedures for conducting the test.
- Test was delayed by 10 hours, configuration of reactor was not ready for the test.
- Delay resulted in shift change, oncoming shift was not trained/briefed on the experimentation/test.

Lessons from History (Flixborough)

Setting the agenda for Change Management



- The modification to process plant had not been appropriately designed
- The design had not been appropriately verified/checked.
- There was limited control of the modification, and the intended operating lifetime of the modification.
- Limited consideration of consequence of failure, and changes to basis of process safety/emergency plans.

If history is not compelling

Setting the agenda for Change Management

Nuclear Installations Act 1973 (Nuclear Site Licence)

Nuclear Site Licence Condition 22 - The licensee shall make and implement adequate arrangements to control any modification or experiment carried out on any part of the existing plant or processes which may affect safety.

Nuclear Site License Condition 36 - The licensee shall make and implement adequate arrangements to control any change to its organizational structure or resources which may affect safety.

Control of Major Accident Hazard Regulations 2015

SCHEDULE 2 Requirements and matters to be addressed by safety management systems :- The management of change: the adoption and implementation of *procedures for planning modifications to, or the design of new installations, processes or storage facilities*

Workshop approach

Interactive workshop: Identifying challenges and successes with MoC in hazardous industries

A) Thinking about your own organisation, site and industry sector, discuss the wider drivers causing you to need to implement change (plant based changes or people/organisational) and discuss:

- 1) What successes have you had in the safe Management of Change (MoC)?**
- 2) What issues are likely to continue to cause challenges in MoC in the future?**

B) Take around 20 minutes and nominate a notetaker to capture the key points

C) Swap your summary with an adjacent group and discuss the findings

D) Report back your top group learning points at the end.