Guidance on meeting expectations of EI *Process safety management framework*

Element 5: Communication with stakeholders

energy institute

GUIDANCE ON MEETING EXPECTATIONS OF EI PROCESS SAFETY MANAGEMENT FRAMEWORK ELEMENT 5:

COMMUNICATION WITH STAKEHOLDERS

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FOREWORD

Process safety management (PSM) is vital to ensuring safe and continued operations in major accident hazard (MAH) organisations. However, PSM is a multifaceted process, and a number of high profile incidents since 2005 have suggested that without a holistic understanding of the various factors required for effective PSM it can be difficult and inefficient to ensure, and measure, performance.

In 2010 the Energy Institute (EI) published *High level framework for process safety management* ('*PSM framework*'), which aimed to define what PSM should involve. Divided into four focus areas (process safety leadership, risk identification and assessment, risk management, and review and improvement) and sub-divided into 20 'elements', it sets out a framework of activities MAH organisations should undertake to ensure PSM. Each element lists a number of high level activities organisations should meet (expectations).

EI *Guidance on meeting expectation of EI Process safety management framework* is a series of 20 publications ('guidelines') that build on the *PSM framework*. Commissioned by the EI Process Safety Committee (PSC) each guideline captures and presents current industry good practices and guidance on how organisations can meet the expectations set out in each element of the *PSM framework*. Each guideline includes:

- A logical flow diagram of activities ('steps') the organisation should undertake to manage that element.
- Descriptions of those steps.
- Example performance measures (PMs) to measure the extent to which key steps have been undertaken.
- A list of further resources to help undertake key steps.
- A table mapping the steps against the expectations in the *PSM framework*.
- Annexes of useful information.

Readers implementing the guidance in this publication should be aware of the *PSM framework* and the other publications in this series, particularly if they are a manager with oversight of the wider implementation of PSM.

Suggested revisions are invited and should be submitted through the Technical Department, Energy Institute, 61 New Cavendish Street, London, W1G 7AR. e: technical@energyinst.org

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1 INTRODUCTION

1.1 COMMUNICATION WITH STAKEHOLDERS

This guideline sets out good practices for communication with stakeholders in health, safety and environment (HS&E) and process safety. Establishing and maintaining stakeholders' confidence is an important factor in maintaining an organisation's licence to operate. Management should identify key stakeholder groups and develop and maintain a good working relationship with them, understanding and addressing their issues and concerns.

The focus of this element and this guideline is primarily on developing and maintaining effective communication with external stakeholders. Communication with internal stakeholders is addressed by both this guideline and *Guidance on meeting expectations of EI Process safety management framework Element 1: Leadership, commitment and responsibility*. The identification of relevant stakeholders and the specific approaches or agendas for communication with them should be cognisant of the organisation's HS&E and process safety policies and required leadership attributes as defined in element 1. This guideline focuses on the development of systematic HS&E and process safety communication and engagement programmes which should be in place in order to establish and maintain the confidence of stakeholders in the organisation's ability to manage the HS&E and process safety risks associated with its activities.

1.2 EXPECTATIONS FOR ELEMENT 5: COMMUNICATION WITH STAKEHOLDERS

Element 5 of EI *High level framework for process safety management* (*PSM framework*) describes six expectations – arrangements and processes that organisations should (to an appropriate degree) have in place in order to ensure they are managing this aspect of PSM appropriately:

'Overview: Establishing and maintaining stakeholders' confidence is a key factor in maintaining an organisation's licence to operate.
Management must identify key stakeholder groups and develop and maintain a good working relationship with them, understanding and addressing their issues and concerns.

5.1 A defined communications system supports the organisation to identify, develop and maintain a good working relationship with the statutory and non-statutory stakeholders about its activities, including emergency response communications.

5.2 Organisations ensure and demonstrate that the consultation process with statutory and non-statutory stakeholders is appropriate and proportionate, and follows a defined process.

5.3 Appropriate HS&E and process safety information is published in the public domain to demonstrate the organisation's commitment to continually improving its performance.

5.4 Effectiveness of programmes for communication with stakeholders is regularly reviewed by specified levels of management.

5.5 Arrangements for communication with stakeholders are understood and followed; understanding of arrangements and compliance with them is regularly tested.

5.6 Compliance and performance trends are reviewed by specified levels of management.'

This guideline provides a process, along with guidance, to help organisations meet these expectations. It also suggests a number of compliance checks and performance measures (PMs) to measure the extent to which key activities involved in meeting these expectations have been or are being undertaken.