



2022 YEAR END REPORT

RESPONSE READINESS

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SUMMARY

2022 proved to be a very busy year throughout OSRL.. Despite significant resource utilisation, Response Readiness remained at the core of OSRL, ensuring we could respond to our members at all times. The Readiness team adapted to the challenges presented and successfully built on previous models and theories to ensure OSRL's readiness and to identify opportunities to improve and increase our members response and preparedness capabilities through OSRL.

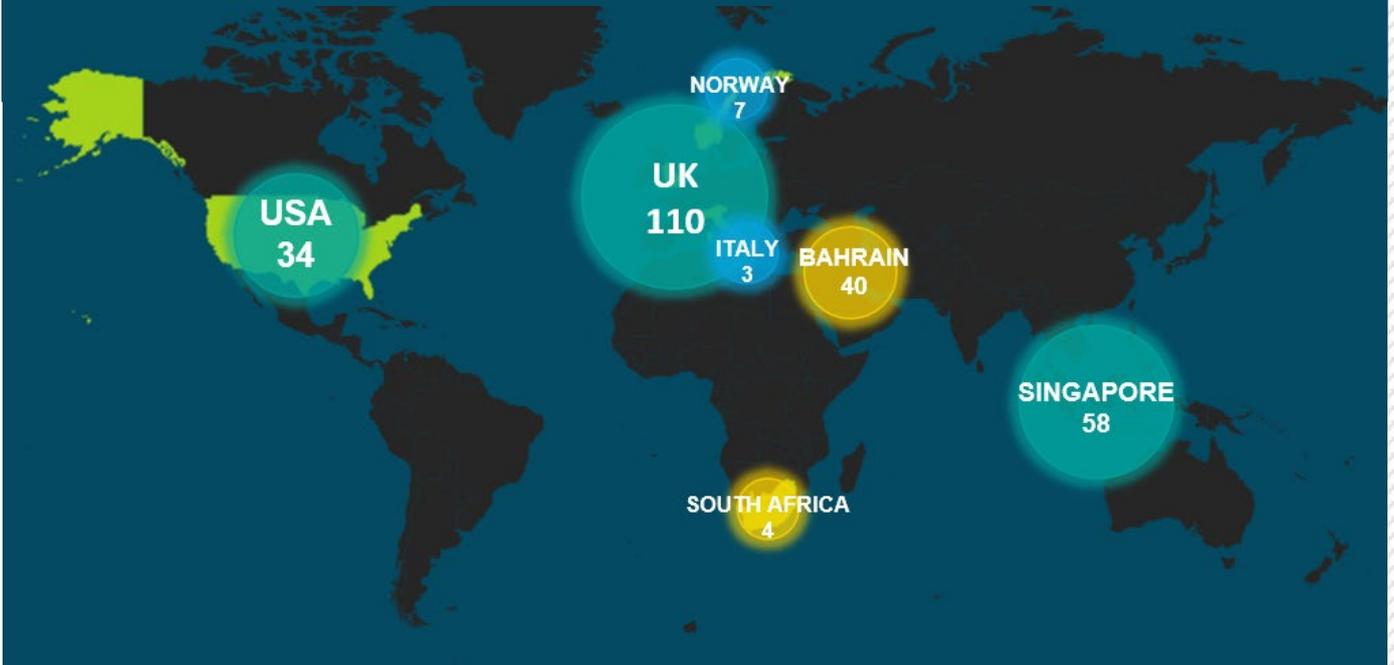
2022 also saw the full implementation of a hybrid working model globally. This created unique problems from a readiness perspective, but with careful management, and learning lessons, OSRL has shown a hybrid working model can successfully be adopted whilst ensuring we are ready to always respond.

OSRL conducted its first large scale No Notice Drill (NND) since before COVID restrictions were implemented. Focusing on learning points highlighted in previous exercises, OSRL were able to successfully mobilise a team of 18 alongside multiple supplementary services showcasing our response capabilities whilst also managing real world spills.

The 2022 report details the surface and subsea response readiness activities OSRL carried out during 2022, lessons learned, and states the priorities for 2023.

2022 IN NUMBERS

271 Exercises Completed Globally



142 ITEMS WERE ADDED TO THE SPILL PROCESS RECORD IN 2022



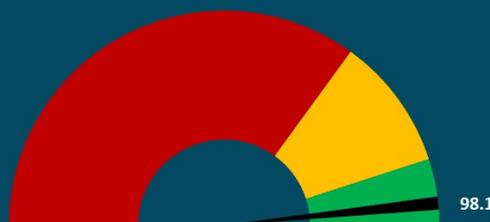
Exercise Types Completed

- 12 x Offshore Exercises
- 7 x Shoreline Exercises
- 2 x Inland (Permeable/Impermeable Surface) Exercises
- 2 x Oiled Wildlife Exercises
- 5 x Aviation Exercises
- 1 x Hot Weather Exercise
- 4 x NEBA Exercises

Global Exercise KPI

271 of 276

98.1%

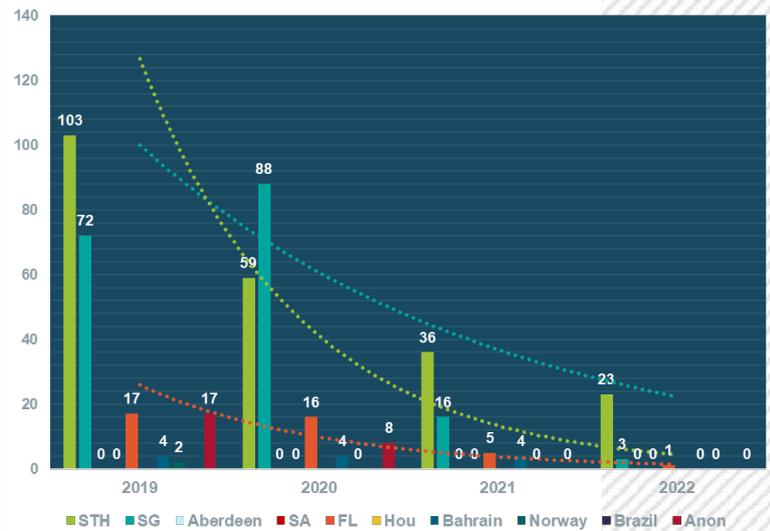


2022 SPILL PROCESS RECORD (SPR) & LESSONS LEARNED

- Quantity and quality of lessons learned submissions dropped globally in 2022.
- Only 34% of new SPR actions were closed.
- 94 SPR actions remain either open or in progress.



Lessons Learned Total Raised by Year



Due to the high level of spill activity and other Priority 1 items throughout Response, SPR items and Lessons Learned suffered and often did not get the attention required. A key goal for Readiness in 2023 is to resolve these issues and ensure observations are being logged quickly and actioned accordingly, rather than waiting until the end of responses, potentially months, for people to be available for debriefs.

Key SPR and Lessons Learned (LL) Changes

- Moving from an excel based hotwash/debrief system to SharePoint lists.
- Using PowerApps to allow submissions at any time.
- Re-Training on what makes a good LL submission.
- Improving SPR action traceability and accountability for assigned actions.

Key Lessons Learned in 2022

- “Project Managers for longer term responses – Helps provide continuity and reduces load on Emergency Operations Centre (EOC) during high periods, delivers a more effective response, and better experience for our members
- More frequent/earlier debriefs – for longer term incidents debriefs and hotwashes should be completed throughout and not wait until the final demobilisation This is so lessons can be learned, and any actions taken as soon as possible.
- Non-oil spills are the same but different and can be responded to as such, 11 out of 16 TPR segments require the same skillset and capability.



2022 READINESS HIGHLIGHTS

2022 UK Readiness No Notice Drill (NND)

- First large scale NND since end of COVID restrictions.
- Largest internal NND in many years.
- Testing gaps identified in previous exercises and incidents.
- Organised and executed in partnership with Shell.
- ExxonMobil joined for observations.

What Was Achieved

- Full Mobilisation of 18 personnel to respond to a credible worst-case scenario.
- EOC set-up to support Shell and in-field operations.
- Incident Management, SCAT, 727 spray, UKCS, Fluorometry, 3 shorelines deployed over two days, 2 x offshore deployments, technical advisor activation.
- Identification of a second 18 for ExxonMobil “Angola Incident”.
- Use of untrained contractors on shoreline -Shell personnel.
- Sim Cell played by Shell and OSRL.

Fully Adopting Virtual Hybrid Working

2022 was the first full year out of COVID restrictions where a Hybrid Working model was able to be trialled. With the potential implications on OSRL’s Readiness, it was important to analyse the changes and the following lessons were highlighted:

- The ability to almost immediately link virtual technical advisors into a local IMT provides a significant benefit to all parties by moving from passive support to active participation in the incident.
- Careful task delegation is important to make sure they are tailored to ensure the benefit of being face to face or remote is not negated.
- Self-discipline is paramount to make sure that sidebar conversations, decisions and actions are logged to ensure situational awareness is maintained.
- Relying on laptops and headsets in an ICP does not work; it removes the benefit of being face to face.
- Hybrid working brings significant benefits to traditional incident management.
- Hybrid working within an IMT is different to normal remote working, there are specific skills which both the face to face and virtual participants must build.
- The expectation that people remain connected 24/7 has a detrimental effect on people's mental health and wellbeing.
- People are often trying to do their day job around their IMT duties, this is particularly pertinent when there is a time difference.
- Virtual participants have little to no separation from work and home life.
- The visual cues which people normally use to monitor stress do not work with virtual participants.



READINESS PRIORITIES IN 2023



Improvement of Hotwash/Debrief Process

- Change After Action Report (AAR) process to ensure observations can be captured and reviewed in a timely manner.
- Move away from Excel form to a SharePoint, App based approach.
- Embed the new process globally.

Review CAPEX Procedure and Streamline Equipment Stockpile

- Review the “Ideal Stockpile” globally.
- Ensure CAPEX process is fit for purpose and correct equipment is being purchased.
- Identify obsolete equipment.
- Ensure equipment lifecycle management process is correct and followed.

Improve Lessons Learned Quality

- Reinvigorate the lessons learned database.
- Work to ensure submission quality increases to allow for high quality lessons learned that can be shared with our members.
- Link lessons learned, SPR and AAR databases.

Continuation Training – Focus on Fundamental Competencies

- Work alongside the Technical Training Team.
- Focus on competency and training rather than exercise outputs.
- Train the fundamental response competencies that apply to all response equipment rather than equipment intricacies.

Improving Collaboration Between Response, Readiness, Process and Maintenance

- Reinforce the relationship between the departments.
- Ensure all departments are working towards the same goals.
- Improve inter department communications to operational efficiency.