



# INSIGHT

Tank storage provides an essential interface between sea, road, rail and pipeline logistics.

Page 8

## INTER TERMINALS ANNOUNCES NEW ORGANISATION STRUCTURE FOR UK AND IRELAND

The quarterly magazine from the Tank Storage Association

Also in this issue, we shine a spotlight on apprenticeships and skills in the bulk liquid storage sector.



Insight is published by the Tank Storage Association, the voice of the UK's bulk liquid storage sector.

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### Peter Davidson

Executive Director, TSA

I am delighted to introduce the very first edition of TSA Insight, the quarterly magazine from the Tank Storage Association.

Our brand-new publication is aimed at showcasing the activities of the TSA and our members, providing you with the latest news, views and features covering the breadth of our sector. If you'd like to be featured in the next issue, we welcome any positive news and stories from your organisation at [info@tankstorage.org.uk](mailto:info@tankstorage.org.uk).

Feel free to share TSA Insight with any interested colleagues. In the meantime, I hope you enjoy our brand-new quarterly magazine and look forward to bringing you plenty more news and stories throughout the year.

A handwritten signature in black ink, appearing to read 'Peter Davidson'.

# Contents

## 05 **Welcome**

Welcome to TSA Insight, the quarterly magazine from the Tank Storage Association.

## 07 **In focus**

Katie Woods-Ruddick joins Cogent Skills Board as employer representative of TSA.

## 08 **Inter Terminals announcement**

Inter Terminals announces new organisation structure for UK and Ireland.

## 10 **Bulk liquid terminal technician apprenticeship**

Reynolds Training Services announce Bulk Liquid Terminal Technician Apprenticeship cohort 2.



## 11 **Project Aeris**

Tony Woodward, Oikos Storage Ltd's General Manager, talks to TSA Insight about Project Aeris.

## 12 **Risk and tolerability criteria: are we comparing apples and pears?**

Carolyn Nicholls and Jennifer Hill of RAS Ltd. write about risk and tolerability criteria.

## 15 **Apprenticeships in the OPA**

The OPA shines a spotlight on apprenticeships.

## 16 **TSA update**

Nunzia Florio, TSA's Communications Specialist, writes about the bulk liquid storage sector and the next phase of negotiations with the EU. Bookings for the 2020 Tank Storage Conference & Exhibition are now open.



**Held across the UK, our events range from targeted workshops, to seminars, lunches and conferences.**

## TSA News:

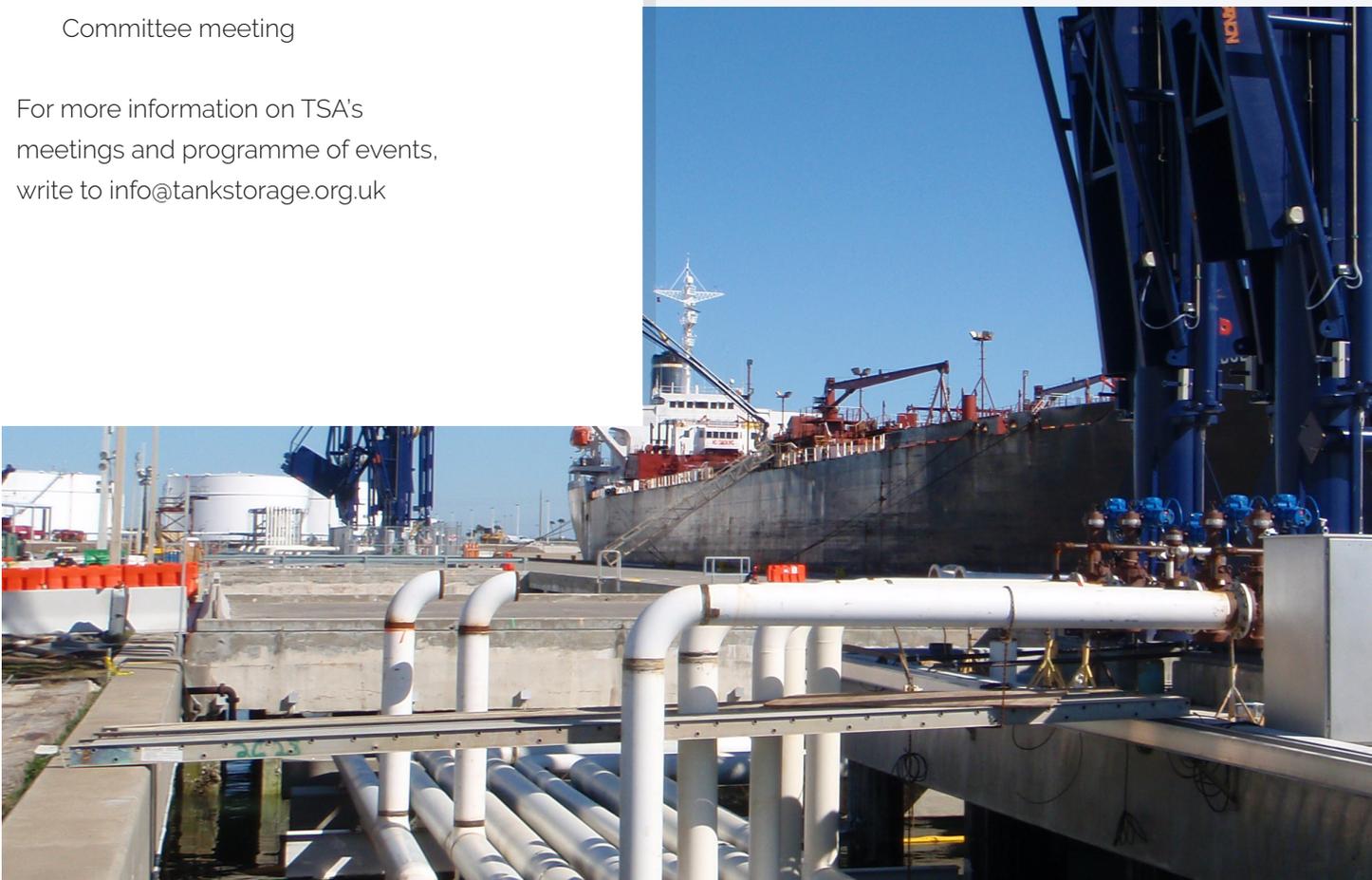
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Find us on [YouTube](#)

## Events and meetings

- 31 March 2020: TSA SHE Committee meeting
- 1 April 2020: TSA Council meeting and AGM
- 21 April 2020: TSA HR Committee meeting
- 28 May 2020: TSA Customs & Excise Expert Committee meeting
- 2 June 2020: TSA Technical Committee meeting

For more information on TSA's meetings and programme of events, write to [info@tankstorage.org.uk](mailto:info@tankstorage.org.uk)

**TSA has launched its very own channel on YouTube. The channel features videos showcasing the UK's bulk liquid storage sector and its role in supporting growth and prosperity.**

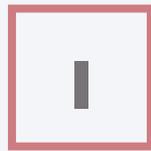


# WELCOME TO TSA INSIGHT

**TSA's Council has committed to signing the COMAH Strategic Forum charter for good safety leadership.**



Our new Core Values booklet is available at [tankstorage.org.uk](http://tankstorage.org.uk)



In this issue of TSA Insight, we shine a spotlight on apprenticeships and skills with latest news and insights from Reynolds Training Services [p.10] and the Oil and Pipelines Agency [p.15].

We also hear from Inter Terminals on the recent announcement of a new organisation structure for its bulk liquid storage facilities in the UK, Ireland and The Netherlands [p.8].

Tony Woodward of Oikos spoke with TSA Insight about

Project Aeris, perhaps the most significant project it has ever undertaken, not just in terms of scale, but also investment [p.11]. Carolyn Nicholls and Jennifer Hill of RAS Ltd. write about risk and tolerability criteria [p.12].

January 2020 saw the launch of the *TSA Future Vision* for the bulk liquid storage sector. [Enabling the energy transition: the role of the bulk liquid storage sector](#), highlights the significant role of the sector in supporting and facilitating access to the broad mix of energy solutions that will be necessary to succeed.

To build on our vision, alongside OFTEC and UKIFDA, we have launched a joint [liquid biofuel supply chain strategy](#), detailing the steps to be taken toward a transition to 100% biofuel to replace heating oil in 1.5m homes across the UK and 686,000 homes across Ireland. We have also set out ambitious plans to continue to promote best safety practices and good



governance in our sector. Through our Safety Committee, we are developing a suite of common meaningful indicators that cover receipt, storage, processing and export of bulk liquids.

In other important news, TSA's Council has committed to signing the COMAH Strategic Forum charter for good safety leadership – reconfirming our commitment to the original Principles of Process Safety Leadership. Finally, we are seeking to share best practice and promote consistency in Environmental, Social and Corporate Governance.

We hope you enjoy our brand-new quarterly magazine and look forward to bringing you plenty more news and stories throughout the year.

If you'd like to be featured in the next issue of TSA Insight, we welcome any positive news and stories from your organisation at [info@tankstorage.org.uk](mailto:info@tankstorage.org.uk). In the meantime, feel free to share TSA Insight with any interested colleagues within your organisation and beyond.



## **Katie Woods-Ruddick joins Cogent Skills Board as employer representative of TSA**

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Katie Woods-Ruddick, Head of HR at px which provides operations management, engineering services and energy management solutions to partners in highly regulated industries, has been appointed to the Board of Cogent Skills. She will represent the skills interests of members of The Tank Storage Association (TSA) who are engaged in the storage of bulk liquids such as crude oil, petroleum and chemicals and the provision of related products and services to a range of industrial sectors. Cogent Skills is the UK's sector skills body for the advancement of science and technology skills required by UK science-based industries including chemicals, downstream petroleum, process manufacturing, life sciences and medical technologies. Katie's position with the px group means that she will bring insight into key focus areas across the sector including apprenticeships, process safety, engineering skills, and competence management.

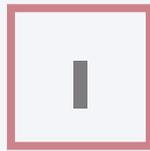
Katie Woods-Ruddick, Chartered MCIPD Head of Human Resources, px group, said: "I am delighted to join the Cogent Skills Board and look forward to working together with Board members from companies across the sector to address the future challenges we face in the UK. My role will be to ensure that the tank storage sector's distinctive skills needs are considered at an industry level including considerations around the Apprenticeship Levy, standards and attraction of a new talent pipeline."

Joanna Woolf, Cogent Skills CEO added: "We are delighted that Katie is joining the Cogent Skills Board, bringing an expert view on ensuring the skills needs of the industrial sciences sector are being met and particularly in ensuring that Cogent Skills represents the tank storage sector on key areas of government skills policy, including skills investment and technical and vocational education. Cogent Skills represents the skills interests of companies in a key strategic sector of the economy. The px group's continued representation on the Cogent Skills Board will add to this strength. This sector faces a number of skills challenges, not least the need to increase the supply and take-up of apprenticeships and we look forward to tackling these challenges head on to ensure a highly skilled, resilient and sustainable sector workforce."

For more information, visit Cogent Skills at [www.cogentskills.com](http://www.cogentskills.com)

# INTER TERMINALS ANNOUNCES NEW ORGANISATION STRUCTURE FOR UK AND IRELAND

**Inter Terminals Ltd has announced a new organisation structure for its bulk liquid storage facilities in the UK, Ireland and The Netherlands.**



Inter Terminals Ltd has announced a new organisation structure for its bulk liquid storage facilities in the UK, Ireland and The Netherlands.

Heading up the combined UK & Ireland regions is David McLoughlin as Managing Director and Country Manager. The restructuring forms part of the integration of NuStar Europe which was acquired by Inter Terminals Ltd at the end of 2018, creating one of the most comprehensive multi-product storage terminal networks in Europe, with 23 terminals in six countries with a combined capacity of 5.8 million cubic metres.

The acquisition of NuStar Europe has grown Inter Terminals' storage capacity in the UK to more than 1.8 million cubic

metres, making it the largest independent storage provider in the UK.

In his new role, David McLoughlin, together with a dedicated Regional Management Team, will oversee around two-thirds of the company's 650-strong workforce in facilities at strategic locations on England's east and west coasts, as well as in Grangemouth and Clydebank in Scotland, in Belfast in Northern Ireland, and on the Shannon Estuary in Ireland. Combined, the facilities represent the most diverse within the company's pan-European terminal network.

Following the acquisition in 2018, David McLoughlin (formerly Vice President and General Manager of NuStar Terminals Ltd) took up the interim role of Director and General Manager of Inter Terminals UK Ltd and the Netherlands. His new role of Managing Director and Country Manager for the UK and Ireland fully aligns these important regions with the country management structure in place at Inter Terminals' facilities in the Netherlands, Germany, Sweden and Denmark.

As part of the restructuring of the organization, Arjen

Schneiders was recruited and appointed as Managing Director and Country Manager for the Netherlands. This was a significant appointment of a highly experienced industry professional into a senior and very important role.

Commenting on the restructuring, David McLoughlin says it demonstrates Inter Terminals' collaborative and considered approach to integrating the former NuStar Europe business into its existing UK storage network, establishing a robust management structure in The Netherlands and ensuring the right people are in the right places. "It reflects the significant expansion of the company's storage locations in the UK and The Netherlands as a result of the acquisition," he explains, "and provides these regions with a dedicated management structure, whilst also creating a uniform model across the six countries in which the company now operates."

David McLoughlin brings over 23 years of wide-ranging experience within the bulk liquid storage industry to his role as Managing Director and Country Manager for the UK and Ireland, having started his career in marketing, followed by a range of experience before moving into senior management roles. His skills and experience cover the broad spectrum of storage solutions for the oil, chemical and biofuels markets, from health and safety and the environment to regulatory compliance and operational excellence.

The acquisition of NuStar Europe has grown Inter Terminals' storage capacity in the UK to more than 1.8 million cubic metres, making it the largest independent storage provider in the UK.



## **David McLoughlin Managing Director and Country Manager UK & Ireland**



For more information about Inter Terminals, visit [www.interterminals.com](http://www.interterminals.com)

# ANNOUNCING BULK LIQUID TERMINAL TECHNICIAN APPRENTICESHIP COHORT 2



**F**

ollowing on from the excellent first year we, at Reynolds Training Services, are proud to announce that Cohort 2 of our Bulk Liquid Terminal Technician Apprenticeship course will be commencing in August this year.

This is just part of the latest scope from Reynolds Training and our ongoing mission to create a pipeline of health, safety and technical competence for the Bulk Liquid Storage Sector and associated industries. Our country's trading relationships with some markets are in a process of change. At Reynolds, we don't see change as something to fear, rather, change is a chance to further strengthen our Process Safety infrastructure; which is in the interest of our businesses, our employees and the wider public. This is why we have been instrumental in creating the Science and Manufacturing Technician Apprenticeship with the Bulk Liquid Terminal Technician Specialism.

## **The value of filling the industrial skills gap**

There is a skills gap opening in our sector. But, why is this?

1. There is no clearly defined career path or entry point into the sector.
2. Improvements in technology see us evolve from traditional, manual systems to modern, computer-controlled systems.
3. Rotation of staff: as the old hands are being replaced by the next generation.

This provides us with opportunities to develop a sector ready for the future. To realise this vision we need to embrace the next generation of operators and mould them from the very start, providing a 'whole work life' approach with structured routes to progress and excel in the sector, founded on health, safety, process safety and technical competence. Using our Apprenticeship model, we can pass on the experience of the old hands and train the next generation to master the new technologies, systems and processes – with all of the improvements and efficiencies for your business and their futures that this implies.

John Reynolds is Managing Director of Reynolds Training Services (RTS). For more information about RTS, visit [www.reynoldstraining.com](http://www.reynoldstraining.com)

A photograph of several large, cylindrical industrial storage tanks at a terminal, with metal walkways and railings on top. The sky is clear and blue.

**Apprenticeships:**  
Planning a safer tomorrow, today.



This project was perhaps the most significant the Oikos has ever undertaken not just in terms of scale but also investment



Project Aeris

## **Tony Woodward, Oikos Storage Ltd's General Manager, talks to TSA Insight about Project Aeris**

**T**

his project was perhaps the most significant project that Oikos has ever undertaken not just in terms of scale but also investment. In summary, the project consisted of the refurbishment and a new extension of the existing Jetty 2 into the River Thames, the refurbishment and renewal of an existing tank storage compound (Compound 4 – 12 tanks in total), and the provision of associated pipework and supporting plant and infrastructure. However, it is important to stress that Oikos:

- is a facility of national significance. It occupies a strategic Thames side location within the South East of England - which is one of, if not the, largest petroleum markets in North West Europe.
- It benefits from excellent marine access via the deep-water navigable channel of the River Thames and has good links to the strategic road network.
- It also benefits from connections to key national pipeline distribution networks, namely the Compañía Logística de Hidrocarburos - Pipeline System (the CLH-PS) (formerly known as the Government Pipeline Storage System - GPSS) and the United Kingdom Oil Pipeline (UKOP). In this regard the Terminal is believed to be unique within the South East of England as an independent terminal.

With regard to ships and the size of incoming ships, there is a continued demand from our customers to increase the potential to accept larger ships and consequently, the size of incoming parcels of fuels. Oikos took the decision to extend the existing Jetty 2 out into the Thames as far as possible, with the agreement and co-operation of the Port of London Authority (PLA) without impinging on the main shipping channel. This was achieved after a comprehensive set of berthing simulations carried out at the PLA's shipping and berthing simulator at Gravesend.

In bringing larger parcels into Oikos, our customers can benefit from a significant freight cost advantage together with further options on the origins of the incoming cargoes. The new Jetty allows larger vessels, up to 120,000mt deadweight to moor safely at the Oikos terminal. Furthermore, the replacement of the 12 tanks in Compound 4, provides additional bulk storage capacity to permit the safe receipt, storage and despatch of the increased parcel sizes.

For more information about Oikos or the work that they carry out on site, visit [www.oikos.co.uk](http://www.oikos.co.uk)

# RISK AND TOLERABILITY CRITERIA: ARE WE COMPARING APPLES AND PEARS?

**How risk is presented plays a vital role in how it is perceived and managed, but how can we make such an intangible concept into something more material?**



Risk is a somewhat nebular concept, particularly in the context of major accidents.

Although we are often driven to try to make it as precise as possible, there are inevitably a number of assumptions required to narrow down the inputs to a single number. A lot of things are dependent on the outcome of risk assessment; without it we run the risk of neglecting to manage our more significant hazards, and so it is important to appreciate where the assessment comes from and to understand the results. How risk is presented plays a vital role in how it is perceived and managed, but how can we make such an intangible concept into something more material?

## **Tolerability as a driver**

One driver for presenting risk as a single number is to compare that number to tolerability criteria. The first factor that should be considered when presenting the outcomes of a risk assessment in this way is a clear understanding of what is being assessed or calculated.

Aggregated risk determines the total risk based on the number of people affected and the frequency of the relevant events and is often used as a synonym for societal or group risk. That might be risk of a single scenario or multiple hazards. Individual risk, on the other hand, considers the total risk to a single person from all hazards on an establishment. Risk assessments can calculate various forms of risk, so we need to be clear what the number generated really is.

HSE guidance such as 'Reducing Risks, Protecting People - HSE's decision-making process' (R2P2) is helpful in providing tolerability criteria for individual risk, often referred to as the ALARP triangle, however there is less clarity for societal risk.

An F-N graph can be developed to illustrate criteria for societal risk using HSE's guidance in their 'Guidance on ALARP Decisions in COMAH' document. The F-N graph allows the cumulative frequency of events at an establishment per year (F) to be plotted against the number of fatalities from all events assessed (N), allowing for the position of the assessed risk against the societal risk criteria to be presented.

It is important to consider that the risk criteria provided by the UK regulator are intended

Communicating a risk assessment should be more than just a pass or fail against tolerability criteria.

for the judgement of facility risk. Thought should therefore be given to whether or not adjustments are required for single and representative scenarios. By far the majority of risk assessments conducted are for single scenarios, and so direct comparison to the HSE tolerability criteria is not appropriate.

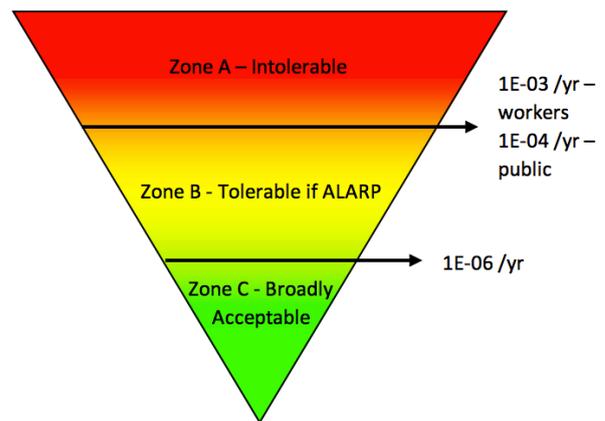
### Communicating Risk

The technicalities above describe which methods can be used to present risk against tolerability criteria, but it doesn't matter how detailed a risk assessment is if it cannot be properly communicated to those who make decisions and those who are exposed to the risk. Communicating a risk assessment should be more than just a pass or fail against tolerability criteria.

In many contexts, the go-to for risk presentation is a matrix as they are considered simple and visual, but it should be remembered that they are most appropriate for societal risk and can be misleading if tolerability is defined based on individual risk. A risk matrix certainly presents a risk picture, but it is only a useful tool when both the resolution and the tolerability criteria presented reflect its purpose.

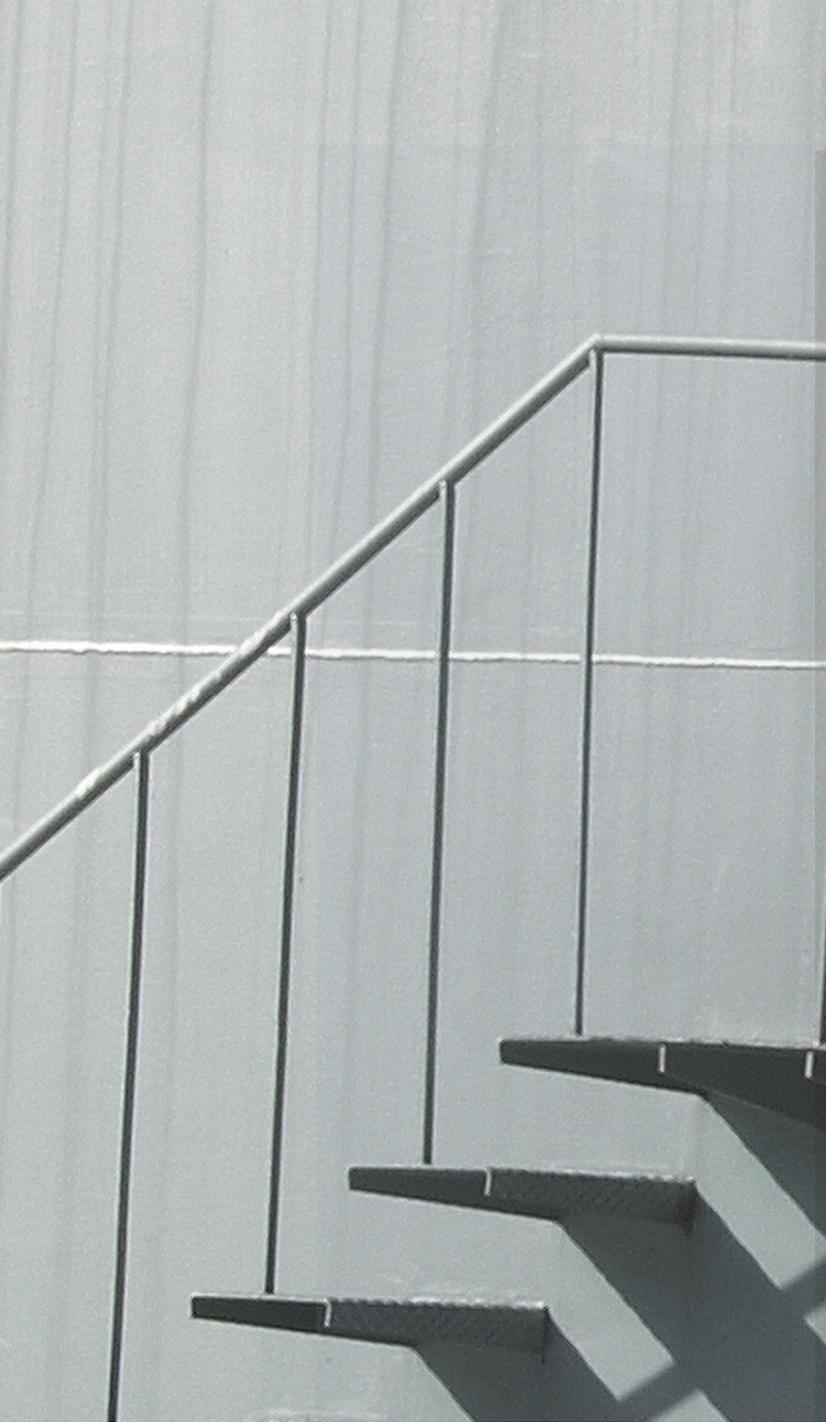
Employers must share safety information with whomever that information might affect. How this information is shared can be proportionate to individual roles and their responsibilities for risk management. Presentation of risk against tolerability isn't necessarily the best way to help decision makers allocate resources in the right places and is even less helpful to other roles where they may simply need to

HSE ALARP Triangle



know the key hazards and what to do in an emergency. Consider the most appropriate way to make sure that the message is being received. Is a general awareness of major accident hazards through training and inductions enough for the wider workforce, and how can the competence of decision makers in understanding risk be assured? Note the focus on leadership by the COMAH Competent Authority within COMAH Intervention Plans this year means that, more than ever, these assurances need to be in place and auditable. The consequences of misunderstanding risk can be significant and so the method used to present risk must adequately reflect what has been assessed. It must be aligned to the correct tolerability criteria and reflect the scale of hazard that is being assessed. Separating the concepts of risk tolerance and risk management can help make understanding of those risks more accessible and provide greater assurance that resource provision and planning is focussed in the right places.

Carolyn Nicholls, Operations Director, and Jennifer Hill, Risk and Hazard Management Consultant, RAS Ltd. For more information, write to RAS at [enquiries@ras.ltd.uk](mailto:enquiries@ras.ltd.uk).



## Join the voice of the bulk liquid storage sector

TSA champions the UK's bulk liquid storage sector and its role in supporting growth and prosperity.

We have several membership levels available for bulk liquid terminals, distribution terminals and hubs, as well as equipment and service suppliers.

Join us. Choose your membership at [tankstorage.org.uk/join-us](https://tankstorage.org.uk/join-us)

To find out more, write to [info@tankstorage.org.uk](mailto:info@tankstorage.org.uk)

**TSA offers a range of membership benefits, including weekly political and media updates sent directly to your inbox. To receive all the latest information, news and guidance, visit [www.tankstorage.org.uk/join-us](https://www.tankstorage.org.uk/join-us).**



# APPRENTICESHIPS IN THE OPA



We are very impressed  
by their progress and  
the standard of their  
performance

T

he Oil and Pipelines Agency manages eight COMAH regulated assets for MOD, including six Naval Oil Fuel Depots.

Our main reasons to introduce an Apprenticeship Programme are:

- The Apprenticeship Levy.
- Low staff turnover, with ageing demographics at all the Depots.
- Recruiting challenges in most Depots due to remote locations.

The OPA launched their Craft Apprenticeships in 2018. Three existing Operators expressed an interest and were accepted which did not affect the number of new apprentices on the formal programme. The OPA recruited four Mechanical Technician Apprentices and one Electrical Technician Apprentice on the programme. One Apprentice dropped out within the first two weeks but we were able to fill the position again in a short space of time.

The OPA wanted to introduce an Operator Apprenticeship but no relevant programmes were available. The OPA sought the support of the TSA, Reynolds Training and Cogent to develop an accredited programme and the first course commenced in September 2019. Three Apprentices started with the OPA in June 2019, which allowed them to spend a few months being embedding into the OPA before they attended the course at the CATCH facility in Grimsby. The process enabled the Apprentices to complete their site inductions and become a part of the Depot Team.

The Apprentices are actively supported by our Competency Assurance Manager and Operations Management. We are very impressed with their progress and the standard of their performance.

The benefits:

1. Moulding our future workforce to meet our business needs to a high standard.
2. A solution to ageing demographics; part of our succession planning.
3. Addressing our recruitment challenges in remote locations.
4. Better positioned to succeed in our transition from "analogue" to "digital" operations; we have people willing to embrace new technology being implemented. Improved performance.
5. Positive changes to our culture in the Depots.
6. Increased employee engagement; demonstrating we are serious about investing in people and that we do value our employees.

**The courses have been a positive experience for all the Apprentices and we have just launched our recruitment for three more Operator Apprentices and an EC&I Craft Apprentice.**



## 2020 Tank Storage Conference & Exhibition

Raise your profile at TSA's industry-leading event.

The Tank Storage Conference and Exhibition is the UK's leading event for the bulk liquid storage sector. The event has a proven track record of successfully bringing together people who care about safe and effective bulk liquid storage operations.

Book online at [www.tankstorage.org.uk/conference-exhibition](http://www.tankstorage.org.uk/conference-exhibition)

### TSA update

# The next phase of negotiations with the EU

**A**s the UK enters the next phase of negotiations with the EU about the future relationship, the Tank Storage Association has highlighted several areas with the UK Government where detailed discussion and analysis is required. TSA also recognises that freedom to negotiate the UK's own trade deals may introduce opportunities for business, for example:

- to end tariffs on bulk liquid imports from outside the EU (where those tariffs are currently in place)
- the potential to align systems and speed up related processes to account for customs duty like that currently in place for excise, i.e. via a scheduling process with relevant customs duties paid on delivery from warehouse rather than upon receipt
- a simplified customs declaration process utilising technical solutions (and potentially mirroring EMCS) that can be applied to all imports and exports
- potential to grow Generalised Scheme of tariff Preferences (GSP) partners to assist in country development and encourage tariff free movement of essential goods into the UK

Following the PM's confirmation of his new Cabinet, TSA looks forward to working closely and constructively with the UK government as we consider the range of items on the UK's current business and trade agenda. TSA will continue highlighting the importance of partnership between government and the bulk liquid storage sector to ensure that our sector thrives into the future. For more information, contact Nunzia Florio, Communications Specialist, at [communications@tankstorage.org.uk](mailto:communications@tankstorage.org.uk).



# Reynolds

Training Services<sup>LTd</sup>

## SCIENCE AND MANUFACTURING TECHNICIAN APPRENTICESHIP

with the Bulk Liquid Terminal Technician Specialism

**HETA**

Commencing  
August

20

20

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# The voice of the bulk liquid storage sector



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