

Health and Safety Leadership



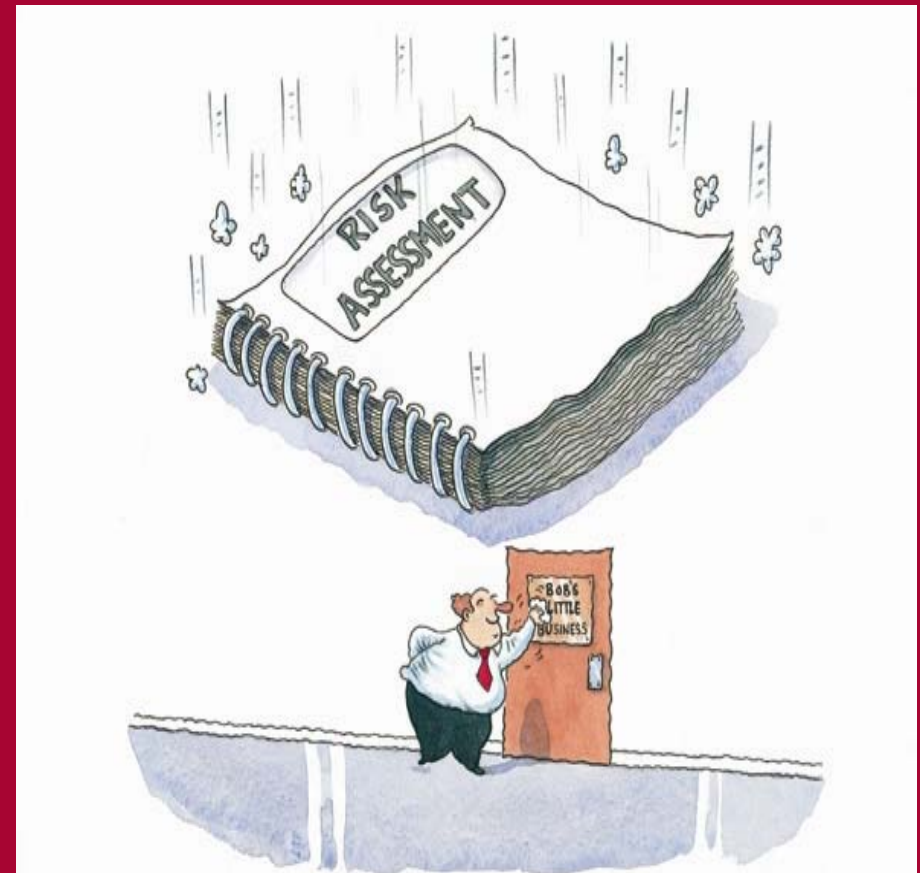
“Doing the right things for the right reasons”

Judith Hackitt CBE

Chair

Health and Safety Executive

Some common myths about Health and Safety



Some more myths about Health and Safety



- “The only way to get directors to do health and safety is to threaten them with prosecution and imprisonment”
- “If only HSE had more inspectors accident rates would come right down”
- “HSE are the experts, tell me what to do and I’ll do it”
- “If I did all the things the law requires me to do I’d be bogged down in paperwork and go out of business”

The Reality



- Safety Culture cannot be built on doing it
 - “because you have to”
 - to look impressive to outsiders
 - to avoid prosecution
 - “to keep the Unions happy”
- Real Health and Safety Culture has to be led from the top and has to be done because:
 - it’s morally the right thing to do
 - **YOU REALLY UNDERSTAND AND BELIEVE THAT IT MAKES GOOD BUSINESS SENSE**

Enabling vs Impeding



- Risk assessments have to be fit for purpose
 - Good enough
 - Useful
 - Appropriate to the task/environment
- Risk cannot/should not be eliminated but managed/controlled
- Work is actually done more efficiently and effectively when done safely

Reasonable and Practicable



- Not safety at any cost
- Understanding of conflicting priorities and pressures
- Risks are different in different organisations and should be addressed appropriately/proportionately
- Overprescription can be dangerous if people stop thinking

Clarity of Roles and Responsibilities



- The regulator
- The employer/dutyholder
- Employees
- Expert advice
- The Board/Directors

Enforcement, Guidance, Support – a balancing act



- Enforcement will always be an important and effective tool for HSE
- But is balanced with
 - guidance,
 - support,
 - advice,
 - assistance in interpreting requirements
- *An inspection and auditing regime is not a safety management/guarantee process*

Engaging and involving employees



- The only way to build a real safety culture
- Best people to know what the real risks and challenges are – *and what the solutions might be*
- Outsourced resources and functions are people too – involve and engage them
- Evidence from many businesses of benefits of engagement/involvement
 - Safety, absence/sickness, productivity, motivation, retention

The Safety Professionals



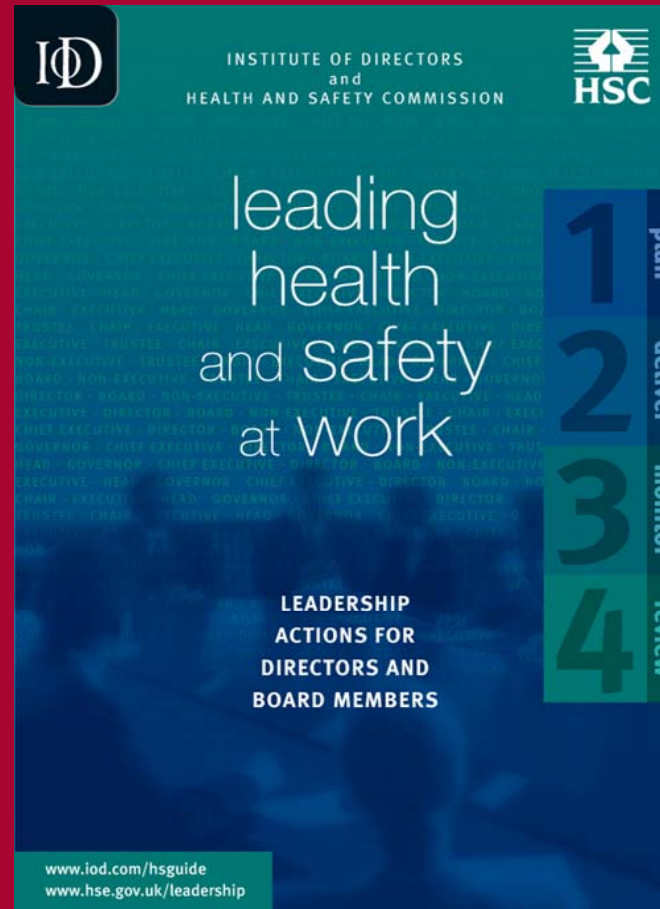
- Highly valued expertise
- Essential to understanding requirements and means of addressing
- Advisory and supporting - not responsible
- Must take responsibility for advising a proportionate approach
- Professional development and competence

Leadership – the critical factor



- Setting direction
- Challenging the organisation
- Identifying and Prioritising the risks
- Seeing for yourself
- Checking out the reality
- Systems which demonstrate that you mean what you say

HSE/IoD Guidance



Leadership:

Assessing your business/your risks



- Have the right risks been identified?
- What are the real vulnerabilities?
- Are minor risks being given too much priority?
- Are there bigger but less likely events?
- Does the system work in practice as well as on paper?
- Small business does not always mean small/no risk

Leadership: Gaining Assurance



- How do you know what is the reality?
- Does the culture of the organisation encourage reporting of potential problems?
- Is there a system to follow up and address problems?
- Does absence of incidents/injuries tell the real story or create false security?

Leadership: *Safety & Health*



- Different management processes required
- Emphasises the need for a cultural approach
- Difficult/sensitive boundaries

Health and Safety Leadership: Good Governance



- Actions not words
- Stewardship
- Dynamic assessment of risks to organisation
- Integral to overall management not an add-on

Summary/Conclusions



- Sustainable and embedded Health and Safety will not happen without Leadership
- Safe and healthy businesses succeed
- Do it because you believe, not to comply
- Make it real and proportionate
- We all have important roles and responsibilities in delivering Health and Safety

- Have a good conference!