

Principles of Safety Leadership

The Chemical Business Association (CBA) and its members are committed to improving Safety Leadership in our sector. We believe that to achieve this, industry leaders have a critical role to play and must commit to establishing the following principles of Safety Leadership in any business operating COMAH site(s). We also consider it embodies good practice for other sites engaged in the handling and storage of hazardous chemicals.

Principles:

- Clear and positive safety leadership is at the core of managing a major hazard business and is vital to ensure that risks are effectively managed;
- Safety leadership requires Board level involvement and competence. For companies with Boards located outside the UK then the responsibility to deliver this leadership rests with the most senior UK managers;
- Good safety management does not happen by chance and requires constant active engagement;
- Board level visibility and promotion of safety leadership is essential to set a positive safety culture throughout the organisation;
- Monitoring safety performance based on both leading and lagging indicators is central to ensuring business risks are being effectively managed;
- Publication of safety performance information provides important public assurance about the management of risks by an organisation;
- Sharing best practice across industry sectors, and learning and implementing lessons from relevant incidents in other organisations, are important to maintain the currency of corporate knowledge and competence.

The CBA and its members regard these principles as fundamental to the successful management of a major hazard industry. We will work with stakeholders to establish them as foundations to effective management of risks in our businesses via the following arrangements:

Organisation & Resources:

- Safety accountabilities are defined and championed at Board level. Board members, senior executives and managers are accountable for safety leadership and performance;
- At least one Board member shall be sufficiently conversant in safety management in order to effectively advise the board of the status of safety risk management within the organisation and of the safety implications of Board decisions;
- Appropriate resources should be made available to ensure a high standard of safety management throughout the organisation and staff with safety management responsibilities should have or develop an appropriate level of competence;



- Organisations should develop a programme for the promotion of safety. In particular the Board representative and members of senior management who are actively engaged with direct employees and contract staff should underline the importance of safety leadership, develop and support the maintenance of a positive safety culture within an organisation;
- Systems and arrangements should be in place to ensure the active involvement of the workforce in the design of safety controls and in the review of safety performance;
- Business risks relating to safety should be assessed and reviewed regularly using an appropriate safety risk analysis methodology;
- Leading and lagging safety indicators are set for the organisation and periodically reviewed to ensure they remain appropriate for the needs of the business. Information on safety performance is routinely reviewed at Board level. Indicators of Performance related to safety risks are collated and aggregate data published annually by the Chemical Business Association
- Companies should actively engage with others within the sector and elsewhere to share good practice and information on safety incidents that may benefit others. Companies should have mechanisms and arrangements in place to incorporate learning from others within their safety management programmes;
- Systems and arrangements should be in place to ensure the retention of corporate knowledge relating to safety management. Such arrangements should include information on the basis of the safety design concept of the plant and processes, plant and changes, and any past incidents that impacted on safety integrity and the improvements adopted to prevent a recurrence.

CBA Commitment

Implementation of the above safety leadership principles and arrangements may vary in both detail and time in different member organisations. However, in recognition of the essential role these principles play in the management and sustainability of our major hazard businesses, as CBA we commit to working to establish them in the industries and businesses we represent as foundations to effective safety management and the prevention of major accidents.

Signed

On behalf of Chemical Business Association

On behalf of Health and Safety Executive

Francis Osborn
Chairman

Peter Baker
Head Chemical Industries Division