Health and Safety Leadership

A guide for directors and managers

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Introduction

Effective leadership has long been recognised as a key determinant of organisational performance and is one of the most heavily researched areas of industrial psychology. However, health and safety leadership remains relatively unexplored and untapped by many businesses. Research has shown that workers' perceptions of their leaders' health and safety attitudes and behaviours predicts safety outcomes across multiple levels; and individual, team and organisational health and safety is improved through effective leadership practices.

This guide examines leadership in the context of health and safety, giving insight into the way in which directors can build a more effective and sustainable business.

Thomas Tevlin
Editor

Health and Safety Leadership

The list of catastrophic indutrial events over past decades that have led to death, serious injury, ill health and in some cases fatal disease is long – including Chernobyl, Bhopal, Piper Alpha, Texas City and Deepwater Horizon.

Notwithstanding the severe personal, environmental and economic impacts; these high profile disasters share another common element – a chain of leadership failures that led to impaired workplace safety. In all of these events serious leadership failings were found to have contributed to the disasters.

Without due consideration to managing health and safety at all levels within a business, even the most effective interventions will fall short of the mark. Health and safety messages must be reinforced and supported from the ground up if they are to be successful. Front-line supervisors, department heads and the chief executive officer (CEO) all play a crucial role in ensuring the health and safety of employees and others such as contractors and visitors.

Leaders are responsible for many aspects of health and safety management, and adequate management of workloads, supervision of staff, legal compliance, incident investigation and health and safety communication should be key duties. Leaders also have many opportunities to reinforce, inspire and support employees to achieve high health and safety performance in the workplace.

Research into organisational climate and culture shows that employees' perceptions of leadership contributes to the psychological environment in which work is performed. Therefore, leaders can indirectly influence health and safety via the implicit messages they send to workers.

The way a leader acts and talks about health and safety broadcasts a distinct signal, which, in turn, informs employees' attitudes and behaviours at work. For example, a leader who emphasises 'production at all costs' is essentially role-modelling a disregard for health and safety – and is increasing the likelihood of an incident occurring.

Leadership represents the next generation of health and safety intervention. Specifically, a multi-level approach maximises the investment in health and safety training by reinforcing the attitudes and behaviours of workers. In addition, health and safety leadership ensures that organisations take true ownership of health and safety performance; embedding becomes permanent through individual and cultural change.

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The way a leader acts and talks about health and safety broadcasts a distinct signal

Some facts and numbers

£15bn

estimated annual cost of work-related injury and new cases of ill health in Britain in 2017/18, excluding long latency illness such as cancer

28.2m

working days lost due to work-related ill health and non-fatal workplace injuries in Britain in 2018/19

1.4m

workers suffering from work-related ill health (new or long-standing) in Britain in 2018/19

13,000

deaths each year in Britain estimated to be linked to past exposure at work, primarily to chemicals or dust

Source: HSE/Labour Force Survey 2017-19

Coronavirus: guidance for businesses

With the world facing a unprecedented public health challenge from the coronavirus pandemic, a wide range of guidance is available to help business leaders and employers play their part in helping to prevent the spread of COVID-19; reduce the risk of exposure in the workplace; and protect and support the health, safety and wellbeing of their workers and others.

In the UK, the latest, up-to-date official guidance for employers, businesses and employees can be found on the government's website, GOV.UK. The guidance will be updated in light of developments. However, at the time this booklet was produced it featured advice and instructions on issues such as how employers can support homeworking by staff; how to help reduce the spread of COVID-19 in businesses; and how to help employees to adhere to the official instructions on social distancing, stay at home and isolation where necessary to reduce the spread of coronavirus.

There are also a variety of other reputable sources of guidance and advice for both employers and employees on the actions to take to help protect the health and safety of everyone during the coronavirus outbreak. For UK employers and employees, this includes guidance from organisations such as Acas and IOSH on topics such as supporting employees to work from home; communicating with staff who are feeling anxious about their health, safety and wellbeing in relation to COVID-19; and workers' rights to sick pay. These and other websites will be updated when necessary.

The British Safety Council also has a webpage that provides links to some of the key sources of advice for employers and employees – see our website.

Mates in Mind, the British Safety Council's sister charity, has produced free factsheets providing advice on how to protect the mental wellbeing of people working at home during the coronavirus outbreak. These include a checklist for employers on ways of supporting the wellbeing of home workers and advice for homeworkers on how to maintain positive mental health.

The Mates in Mind website also provides links to other sources of advice on supporting workers' mental wellbeing during the outbreak. This includes advice from the UK mental health charity Mind for workers on coping with anxiety about the outbreak and dealing with staying indoors as part of social distancing and isolation measures.

The Mates in Mind advice is at: matesinmind.org

What the law says

UK employers are responsible for ensuring, so far as is reasonably practicable, the health and safety of their workers and others – such as contractors and members of the public – who could be affected by the organisation's work activities.

Under the law an employer, including the organisation's directors and senior officers, are responsible for ensuring the health and safety of:

- Their employees and others who work for them, or their behalf, in their premises, projects and business activities – such as contractors, temporary or agency workers and volunteers
- Other people working in or visiting the premises – for example, customers, suppliers or delivery drivers
- People outside the premises who could be put at risk – for example, passers-by who could be exposed to moving vehicles or hazardous emissions
- Anyone affected by products or services that the organisation designs, produces or supplies.

UK health and safety law requires employers to put in place suitable arrangements to adequately manage and control risks to people's health and safety arising from their work activities. Specifically, employers must:

- Assess risks to employees, contractors, customers, partners and any other people who could be affected by their activities – and record the significant findings in writing if the business employs five or more people
- Arrange for the effective planning, organisation, control, monitoring and review of the preventive and protective measures that arise from the risk assessments
- Have a written health and safety policy if they employ five or more people
- Ensure they have access to competent health and safety advice to enable them to comply with their health and safety legal duties
- Provide employees – and, if necessary, others such as contractors – with information about the risks in the workplace and how they will be protected from health and safety hazards
- Provide instruction and training for employees on how to deal with health and safety risks
- Provide adequate and appropriate supervision to ensure workers' health and safety
- Consult employees about the health and safety risks present at work and the current preventive and protective measures.

There are also specific duties and regulations around areas such as implementing adequate fire precautions; managing the risks from dangerous equipment and hazardous substances; providing a suitable working environment; preparing a plan for dealing with incidents and emergencies; and making appropriate arrangements for first-aid.

Failure to comply with these requirements can have serious consequences – for both the organisation and individuals. Sanctions for organisations and directors, senior leaders and managers

for breaching health and safety law can include fines, imprisonment and director disqualification.

Legal liability of board members in the UK

UK health and safety law places duties on employers – and business owners, partners, directors and their equivalents, and managers, can potentially be held legally liable if these duties are breached.

If a health and safety offence is committed with the consent or connivance of – or is attributable to any neglect on the part of any director, manager, secretary or other similar officer of the organisation – then that person (as well as the organisation), can be prosecuted under section 37 of the Health and Safety at Work Act 1974.

UK case law has confirmed that directors cannot avoid a charge of neglect under section 37 by arranging their organisation's business so as to leave them ignorant of circumstances which would trigger their obligation to address health and safety breaches.

Individuals found guilty of health and safety offences are liable for fines and imprisonment. In addition, the Company Directors Disqualification Act 1986, empowers courts to disqualify an individual convicted of an offence in connection with the management of a company – including health and safety offences. This power is exercised at the discretion of the court and it requires no additional investigation or evidence.

Individual directors are also potentially liable for other related offences, such as the common law offence of gross negligence manslaughter. In the UK, under the common law, gross negligence manslaughter is proved when individual officers of a company – for example, directors or business owners – by their own grossly negligent behaviour cause death. This offence is punishable by an unlimited fine and imprisonment.

Under the Corporate Manslaughter and Corporate Homicide Act 2007 an offence will be committed by an organisation where failings by its senior management are a substantial element in any gross breach of the duty of care owed to the organisation's employees or members of the public, which results in death. The maximum penalty is an unlimited fine and the court can also make a publicity order requiring the organisation to publish details of its conviction and fine.

Defining leadership

Leadership can be seen as a function, at an organisational level; a process, how the leaders within a business go about doing things; and an activity, namely what business leaders actually do when they are leading. Leadership also means the skills needed to influence a group to attain particular organisational goals.

Leadership has been identified as one of the key determinants of employee wellbeing and is fundamental to promoting and sustaining a safe and healthy workplace. A number of studies have found sound evidence that strong and effective leadership has

More guidance:

HSE has published a range of guidance on health and safety leadership, including for people such as directors, trustees and managers.

See:
hse.gov.uk/leadership

"

Studies have found that strong leadership has a positive impact on employee wellbeing

a positive impact on employee health and wellbeing – for example, helping to prevent anxiety, depression and stress and reducing sick leave.

Furthermore, a lack of leadership and poor management have been found to be a predictor of health and safety outcomes in organisations. Some of the key outcomes of good leadership in health and safety are:

- Strengthening the company's reputation
- Enhanced customer and subcontractor loyalty
- Improved morale amongst employees
- Increased ability to attract the best employees
- Ability to win new contracts
- Improved productivity and increased operational efficiencies.

Why leadership in health and safety is valuable to business

The business case for good health and safety has been building for some time. Although the drivers for incorporating it within a business are often led by a need to achieve legal compliance, effective management of health and safety risks also offers significant benefits that can have a positive impact on the bottom line.

According to HSE, the benefits of good health and safety can include:

- Reduced costs and reduced risks
- Lower employee absence and turnover rates
- Fewer accidents
- Lesser threat of legal action
- Improved standing among suppliers

and partners
• Better reputation for corporate responsibility among investors, customers and communities
• Increased productivity, because employees are healthier, happier and better motivated.

HSE has published a number of case studies illustrating the benefits of good health and safety leadership in businesses, as well as examples of when leadership has fallen short.

These are available at:
hse.gov.uk/leadership/benefits.htm

In 2014, the British Safety Council published a report that brought together and analysed evidence gathered over the previous 20 years on the impact of interventions to improve occupational safety and health (OSH).

The report presents evidence on the costs of health and safety failure and the main benefits arising from a business investing in effectively managing health and safety.

In 2015, the British Safety Council also collaborated with the European Agency for Safety and Health at Work to produce a film on the business benefits of health and safety. The film describes the costs of failing to manage occupational risks at European level and evidence to show the benefits of investing in health and safety, with a return on investment of more than 2:1.

The report and film can be found under 'Business Benefits' at:
britsafe.org/campaigns-policy

What does good leadership look like?

Effective occupational safety and health leaders:
• Focus on significant risks
• Demonstrate commitment by their actions
• Shape the ethos of the organisation
• Win the hearts and minds of workers
• Are held accountable
• Recognise the workforce when they get it right
• Are trusted.

There is clear evidence that strong, visible management commitment is the basic component of a successful health and safety management system, and this commitment must exist at the top, permeating all levels of the organisation. Research has shown that to achieve the best health and safety results, business leaders must believe health and safety is as important as other business parameters, such as quality, productivity and cost.

Senior management must also remember that the example, posture, attitudes and behaviour they display will be viewed by staff as reflecting the organisation's level of commitment to health and safety. What leaders say, speak and write must be reflected in the things they do.

Supervisors as OSH leaders

Supervisors usually have primary responsibility for achieving the task or job at hand and ensuring the health, safety and wellbeing of their team. They therefore

Employers have a legal duty to consult employees on matters affecting their health and safety, and HSE says involving workers can help employers to develop more effective risk controls.

have a key role to play in improving health and safety behaviour through, for example, regularly talking about health and safety and reinforcing its importance.

Middle managers can demonstrate their commitment to health and safety by prioritising health and safety over productivity if and when these goals conflict.

By becoming involved in health and safety initiatives and reinforcing supervisors' health and safety activities, middle managers can help to ensure effective health and safety management. Middle managers are crucial in ensuring that the vision and key messages around managing health and safety risks are relayed effectively down the management chain.

Senior managers as OSH leaders

Senior managers can demonstrate their commitment to health and safety by developing and providing resources for a comprehensive health and safety programme; showing concern for workers; encouraging participatory styles in middle managers and supervisors; being clear and consistent in their support for health and safety; and displaying it in their behaviours.

The greater the seniority of an individual in an organisation; the greater their potential to influence organisational outcomes. Decisions made at senior levels affect the priorities, attitudes and behaviours of managers and employees lower down the organisational hierarchy; and are a critical driver on the emphasis that first line managers place on the values of health and safety and productivity.

Importantly, there is evidence to suggest that in high performing 'safe' organisations there is not a gap between 'safety' and 'production'. The evidence suggests that the behaviour of middle managers is crucial for high health and safety performance.

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Studies comparing plants with low and high accident rates have shown that on the safest sites, managers demonstrate their commitment to the organisation's health and safety systems and are involved in health and safety activities. The leadership style of managers also seems to influence health and safety results. Kivimaki et al found in the nuclear industry that participative management – that is, more communication and feedback and time spent by management at the worksite – was associated with better safety performance.

Likewise, Smith et al found that management at low accident rate plants seemed to have a greater level of one to one interaction with their employees, while in higher accident rate plants, management more often relied on committees for communication. (Source: Leadership for safety: industrial experience, R Flin, S Yule, BMJ Quality & Safety 2004 – see: bit.ly/2lGoXgR).

Guidance on OSH leadership

HSE and the Institute of Directors (IoD) have produced guidance setting out an agenda for the effective leadership of health and safety. The *Leading health and safety at work* guidance is designed for use by all directors, governors, trustees, officers and their equivalents in the private, public and third sectors. It applies to organisations of all sizes, meaning it is also relevant to small and medium-sized businesses, where there may simply be an owner or a set of partners, rather than a director or a board of directors.

The guidance (hse.gov.uk/leadership), stresses that effective health and safety performance comes from the top, and that members of an organisation's board have both collective and individual responsibility for health and safety.

HSE says directors and boards should examine their own behaviours – both individually and collectively – against the leadership guidance. If they conclude they are not meeting the standards it sets for them, it says they should change what they are doing to become more effective leaders in health and safety.

The guidance sets out some essential principles that underpin the actions and recommendations given, which it says directors and their equivalents should adopt and follow. The principles are:

Strong and active leadership from the top:
- Visible, active commitment from the board
- Establishing effective 'downward' communication systems and management structures
- Integration of good health and safety management with business decisions.

Worker involvement:
- Engaging the workforce in the promotion and achievement of safe and healthy conditions
- Effective 'upward' communication
- Providing high quality training.

Assessment and review:
- Identifying and managing health and safety risks
- Accessing (and following) competent advice

- Monitoring, reporting and reviewing performance.

Translating leadership into practical steps

The HSE/IoD guidance sets out a four-point agenda that directors and board members can use to lead health and safety effectively in their organisation. This consists of 'core actions' that relate directly to the organisation's legal duties; and guidelines setting out ways to give practical effect to the core actions.

The agenda follows the well-known 'Plan, Do, Check, Act' management approach, and the table on pages 11-14 of this guide sets out some of the suggested steps to take. The table is reproduced from the HSE/IoD guidance booklet (note: the HSE/IoD guide contains additional 'core actions' for the 'Plan, Do, Check, Act' approach; see HSE's website).

The HSE/IOD guidance also includes a checklist of key health and safety questions for leaders, again based on the 'Plan, Do, Check, Act' method.

The checklist can be found at hse. gov.uk/leadership/checklist.htm, and the questions are:

Plan
- How do you demonstrate the board's commitment to health and safety?

Do
- What have you done to ensure your organisation, at all levels including the board, receives competent health and safety advice?

- How are you ensuring all staff – including the board – are sufficiently trained and competent in their health and safety responsibilities?
- How confident are you that your workforce, particularly safety representatives, are consulted properly on health and safety matters, and that their concerns are reaching the appropriate level including, as necessary, the board?
- What systems are in place to ensure your organisation's risks are assessed, and that sensible control measures are established and maintained?

Check
- How well do you know what is happening on the ground, and what audits or assessments are undertaken to inform you about what your organisation and contractors actually do?
- What information does the board receive regularly about health and safety – for example, performance data and reports on injuries and work-related ill health?
- Do you compare your performance with others in your sector or beyond?
- Where changes in working arrangements have significant implications for health and safety, how are these brought to the attention of the board?

Act
- What do you do to ensure appropriate board-level review of health and safety?

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Translating leadership into action

Stage	Aims	How can it be done
Plan	The board should set the direction for effective health and safety management. Board members need to establish a health and safety policy that is much more than a document – it should be an integral part of your organisation's culture, of its values and performance standards All board members should take the lead in ensuring the communication of health and safety duties and benefits throughout the organisation. Executive directors must develop policies to avoid health and safety problems and must respond quickly where difficulties arise or new risks are introduced; non-executives must make sure that health and safety is properly addressed	• Health and safety should appear regularly on the agenda for board meetings • The chief executive can give the clearest visibility of leadership, but some boards find it useful to name one of their number as the health and safety 'champion' • The presence on the board of a health and safety director can be a strong signal that the issue is being taken seriously and that its strategic importance is understood • Setting targets helps define what the board is seeking to achieve • A non-executive director can act as a scrutineer – ensuring the processes to support boards facing significant health and safety risks are robust
Do	Delivery depends on an effective management system to ensure, so far as reasonably practicable, the health and safety of employees, customers and members of the public Organisations should aim to protect people by introducing management systems and practices that ensure risks are dealt with sensibly, responsibly and proportionately	• Leadership is more effective if visible board members can reinforce health and safety policy by being seen on the 'shopfloor', following all safety measures themselves and addressing any breaches immediately • Consider health and safety when deciding senior management appointments • Having procurement standards for goods, equipment and services can help prevent the introduction of expensive health and safety hazards • The health and safety arrangements of partners, key suppliers and contractors should be assessed; their performance could adversely affect yours

Stage	Aims	How can it be done
		• Setting up a separate risk management or health and safety committee as a subset of the board, chaired by a senior executive, can make sure the key issues are addressed and guard against time and effort being wasted on trivial risks and unnecessary bureaucracy • Providing health and safety training to some or all of the board can promote understanding and knowledge of the key issues in your organisation • Supporting worker involvement in health and safety can improve participation and help prove your commitment
Check	Monitoring and reporting are vital parts of a health and safety culture Management systems must allow the board to receive both specific (e.g. incident-led) and routine reports on the performance of health and safety policy Much day-to-day health and safety information need be reported only at the time of a formal review. But only a strong system of monitoring can ensure that the formal review can proceed as planned – and that relevant events in the interim are brought to the board's attention	• Effective monitoring of sickness absence and workplace health can alert the board to underlying problems that could seriously damage performance or result in accidents and long-term illness • The collection of workplace health and safety data can allow the board to benchmark the organisation's performance against others in its sector • Appraisals of senior managers can include an assessment of their contribution to health and safety performance • Boards can receive regular reports on the health and safety performance and actions of contractors • Some organisations have found they win greater support for health and safety by involving workers in monitoring

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Stage	Aims	How can it be done
Act	A formal boardroom review of health and safety performance is essential It allows the board to establish whether the essential health and safety principles – strong and active leadership, worker involvement, and assessment and review – have been embedded in the organisation. It tells you whether your system is effective in managing risk and protecting people	• Performance on health and safety and wellbeing is increasingly being recorded in organisations' annual reports to investors and stakeholders • Board members can make extra 'shop floor' visits to gather information for the formal review • Good health and safety performance can be celebrated at central and local level.

Source: 'Leading health and safety at work', (HSE, hse.gov.uk/pubns/indg417.pdf).

Leadership in major hazard industries

HSE has also produced a booklet for senior managers in the major hazard industries to help them achieve continuous improvement in health and safety. Senior managers are defined in the guidance as executive directors and other senior managers who report to board members; and whose positions and responsibilities have the potential for significant impact on the organisation's health and safety performance.

The booklet (hse.gov.uk/pubns/indg277.pdf), identifies the importance of leading by example, as well as three other aspects critical to delivering leadership in health and safety. These are:

- A positive health and safety culture
- Systems to support first-class management of health and safety
- Employee engagement as a 'must-have' not a 'nice-to-have'.

In terms of leading by example, some of the key advice for senior managers set out in the guidance booklet includes:

- Mentioning health and safety whenever they can and to a wide range of audiences
- Discussing health and safety early in the agenda of every management meeting and wanting to hear the bad news as well as the good news
- Recognising that health and safety is a significant element of performance reviews – therefore employees are encouraged to be proactively involved in health and safety, which also means senior managers ensure adequate resources are provided to enable staff to achieve their objectives
- The organisation's overall performance measures show how well the business is controlling the major hazards
- Setting longer-term health and safety goals and showing a commitment to continuous improvement
- Being visible, spending time with the workforce and showing them that health and safety is a core value – as important as all other business values
- Discussing health and safety issues with the organisation's managers, and also with clients, contractors and sub-contractors
- Holding line management and staff accountable for health and safety and not tolerating blame – instead fostering a 'just culture' and not tolerating poor health and safety attitudes or performance.

OSH leadership in construction

The construction industry's Leadership and Worker Engagement Forum, hosted by HSE, produced a Leadership and Worker Involvement toolkit designed to help construction contractors and managers learn how to make health and safety improvements in their businesses.

The toolkit identifies some top tips on how to become an effective health and safety leader. These include:

Challenge the status quo:
- How could current health and safety practices be improved?
- Are there new ways to improve health and safety – for example, by learning

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from accidents, incidents and ill health?
- Challenge workers, by asking them 'What can we do to solve the problem?

Create a vision:
- Consult the workforce to identify and set clear health and safety goals
- Motivate them to create a 'shared vision' through those goals
- Involve them in planning and decision making
- Make sure everyone knows what they need to do.

Inspire workers to be healthy and safe:
- Make sure everyone has the skills, abilities and resources they need to do their jobs safely
- Plan enough time for work to be done in a healthy and safe way
- Share expertise to help workers overcome barriers
- Develop mutual trust
- Reward workers who successfully work safely.

Be a good role model:
- Be honest – managers should ask themselves if they are setting a good example to their workers
- Put health and safety first and behave in a healthy and safe way on site
- Promote safe work behaviour and practices – encourage the attitude: 'I do it because I want to, not because I have to'
- Be fair – trust and respect workers when making health and safety decisions.

Show consideration:
- Get to know workers and respect their opinions

- Treat each worker as an individual
- Show personal concern for workers' safety and wellbeing
- Develop a team spirit where health and safety comes first and everyone looks out for one another.

Communicate regularly:
- Update workers on developments and performance in health and safety and encourage feedback
- Managers should be approachable and receptive to workers' ideas
- Respond to concerns immediately and discuss the actions management will take.

The toolkit can be found at:
hse.gov.uk/construction/lwit

Health and safety training for senior managers and directors

As a general rule, all employers should be thinking about who needs to receive information, instruction and training in health and safety. As well as all employees, this should include those with leadership responsibilities, such as managers and supervisors, and board directors and senior executives.

This is to ensure everyone understands what is expected of them in terms of managing health and safety; the company's health and safety policies and procedures; how to control specific risks; how to pass the health and safety message onto staff; and, where appropriate, how to investigate and learn from the causes of accidents, near misses and cases of ill health.

Getting competent advice

Under UK health and safety law, all employers must appoint one or more competent people to help them implement the measures they need to take to comply with their duties under health and safety law. A competent person as generally defined as someone with the necessary skills, knowledge and experience to manage health and safety.

An employer could appoint one or a combination of:
• Themselves
• One or more of their workers
• Someone from outside the business.
HSE says that many businesses already have (or can develop) the necessary expertise and competence in-house and are well-equipped to manage health and safety risks themselves. However, some employers may decide they need external help or advice. Possible external sources of advice include:
• Trade associations
• Safety groups
• Trade unions
• Consultants – in the UK these can be registered on the Occupational Safety and Health Consultants Register (see information further below)
• Health and safety training providers
• Health and safety equipment suppliers.
According to HSE, some of the key areas to consider when using external help are:
• Make sure the organisation's health and safety requirements are clearly explained and the provider of external help understands them. For example, ask them to explain whether they understand the work to be carried out and what they will do, when they will do it and what they will charge
• Check for evidence of relevant training/knowledge, such as formal qualifications or practical experience of providing advice in the relevant industry/area of work
• Check if they are a member of a professional body, and if in doubt, check with the professional body on the training, knowledge or qualifications that are relevant and whether the person is listed as a member
• Check the person chosen is adequately insured
• Try to ensure that a good follow-up service is provided and that further advice will be available if any issues arise from implementing the advisor's recommendations.
In the UK, a number of the professional bodies for health, safety and related practitioners, have established the Occupational Safety and Health Consultants Register (OSHCR) to help employers to find health and safety advisers or consultants who can help them to manage their general health and safety risks.

To be eligible to join the register, consultants must meet certain minimum standards to help reassure employers that the advisors have been assessed and meet at least the minimum standard set by the professional bodies they belong to. The minimum standard is a degree-level qualification, at least two years' experience and active engagement in a continuing professional development scheme. All consultants who join

the register are also bound by their professional body's code of conduct and are committed to providing sensible and proportionate advice.

Businesses can search the online register for consultants according to industry, topic, county or keyword(s).

HSE's advice on obtaining competent help, and the OHSCR, are at:
hse.gov.uk/toolbox/managing
oshcr.org

Finally...

Many high-profile health and safety cases over the years have been rooted in failures of leadership. When board members do not lead effectively on health and safety management, the consequences can be severe.

But directors – and others such as trustees and senior managers – should remember that there are many benefits to be gained from successful leadership in health and safety.
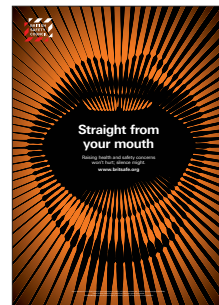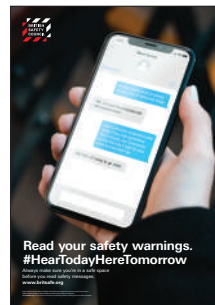
Get the poster:
Remind workers to wash their hands to help prevent the spread of the coronavirus.

BRITISH SAFETY COUNCIL

20 seconds that could save your life

Use soap and water more often to prevent catching and spreading coronavirus

www.britsafe.org

More information and resources to handle the pandemic at the British Safety Council and NHS websites:
www.nhs.uk/conditions/coronavirus-covid-19

To purchase posters go to:
britsafe.org/store/posters

Safety leadership posters:

Read your safety warnings.
#HearTodayHereTomorrow
Always make sure you're in a safe space before you read safety messages.
www.britsafe.org

Straight from your mouth
Raising health and safety concerns won't hurt; silence might.
www.britsafe.org

Recommended reading

Coronavirus (COVID-19): guidance from the UK government and the NHS for members of the public, employers and businesses
gov.uk
www.NHS.UK/coronavirus

Coronavirus (COVID-19): other selected sources of official advice for the public and employers
who.int
acas.org.uk/coronavirus

Health and safety made simple/toolbox
hse.gov.uk/simple-health-safety
hse.gov.uk/toolbox

Looking after your business – HSE microsite
hse.gov.uk/business/index.htm

Managing for health and safety
hse.gov.uk/managing
hse.gov.uk/pubns/books/hsg65.htm

Plan, Do, Check, Act. An introduction to managing for health and safety
hse.gov.uk/pubns/indg275.htm

Leadership guidance for directors (microsite)
hse.gov.uk/leadership

Leading health and safety at work. Actions for directors, board members, business owners and organisations of all sizes
hse.gov.uk/pubns/indg417.pdf

Case studies on leadership in health and safety
hse.gov.uk/leadership/resources/casestudies.htm

Leadership and worker involvement toolkit for construction
hse.gov.uk/construction/lwit/index.htm

Leadership for the major hazard industries. Effective health and safety management
hse.gov.uk/pubns/indg277.pdf

Risk management microsite
hse.gov.uk/risk/index.htm

Getting specialist help with health and safety
hse.gov.uk/pubns/indg420.pdf

Health and safety law. What you need to know poster, leaflet and pocket card
hse.gov.uk/pubns/books/lawposter.htm

Workers' health and safety (webpages)
hse.gov.uk/workers/index.htm

Health and safety training: a brief guide
hse.gov.uk/pubns/indg345.htm

Consulting employees on health and safety. A brief guide to the law
hse.gov.uk/involvement/publications.htm

Involving your workforce in health and safety. Guidance for all workplaces
hse.gov.uk/pubns/books/hsg263.htm

Employee communications and consultation, employee engagement, health, work and wellbeing and mental health at work guides (Acas)
acas.org.uk

How to tackle work-related stress. A guide for employers on making the Management Standards work
hse.gov.uk/stress/resources.htm

Line manager competency indicator tool for minimising workplace stress (HSE/CIPD/IIP)
hse.gov.uk/stress/mcit.htm

Mental health at work guides (Mind)
mind.org.uk/workplace

People manager's guide to mental health (CIPD/Mind)
tinyurl.com/yb92auef

Occupational health management in the workplace/Occupational health toolkit (IOSH)
www.iosh.co.uk/ohguide
bit.ly/37QRrir

Further information

Acas
Independent organisation that provides impartial advice for employers and employees to help ensure good relationships at work. Provides free guidance on topics such as how to ensure good communication and consultation people employers and staff and how to improve employee health and wellbeing.

acas.org.uk

British Safety Council
Offers a wide range of training courses and qualifications designed to teach employers, managers and workers how to effectively manage health and safety risks. The courses include Health and Safety for Directors and Senior Managers, which aims to help directors and managers to improve their leadership on health and safety.

britsafe.org

Business in the Community
Charity that provides guidance for employers on issues such as improving the health of workers.

bitc.org.uk

CIPD
Professional UK body for human resources and people development. Offers free guidance to employers on issues such as staff wellbeing.

cipd.co.uk

Fit for Work
Government-funded service that provides employers, employees and doctors in England and Wales with free online and telephone-based advice on how to help sick and injured workers remain in and return to work.

fitforwork.org

Health and Safety Executive (HSE)
Responsible for enforcing health and safety law at most industrial workplaces in the UK. Offers a wide range of online guidance and advice on managing a variety of health and safety risks.

hse.gov.uk

Health and Safety Executive for Northern Ireland
Enforces health and safety law in Northern Ireland. Also provides online guidance for employers.

hseni.gov.uk

Healthy Working Lives Scotland
Health and safety advice service for Scottish employers of all sizes. It provides free and confidential online and telephone-based advice.

www.healthyworkinglives.com

Healthy Working Wales
Advice programme funded by the Welsh government that provides employers, employees and health professionals with free guidance on managing health, safety and wellbeing risks.

www.healthyworkingwales.wales.nhs.uk

Mental Health at Work Gateway
Online portal providing employers with advice on how to mamage mental health at work. The site is curated by Mind, the mental health charity, and funded by The Royal Foundation as part of their Heads Together campaign.

mentalhealthatwork.org.uk

Occupational Safety and Health Consultants Register
Register of independent UK consultants who can provide businesses with advice to help them to manage health and safety risks. The consultants are certified professionals who have a status recognised by their professional body, and have professional indemnity insurance or the equivalent to cover the nature of their duties.

oshcr.org

Trades Union Congress (TUC)
Provides information and training to help trade union safety representatives to manage risks to workers' health, safety and wellbeing.

tuc.org.uk

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